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MONTANA PLAN FOR CRIMINAL JUSTICE IMPROVEMENT

Montana Board of Crime Control
Planning Bureau

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INTRODUCTION

GEOGRAPHY AND POPULATION

INTRODUCTION

Geography and Population

Until recently in American history, the Treasure State was considered the last frontier of the "Old West." Primarily rural Montana is now in the midst of rapid change--exploitation as a major source of fossil fuel and primary metals, growing industry and population, and increase as an attraction for tourists who come to enjoy the beauty of its mountain scenery.

Of the fifty states it ranks 47th in population density (4.8 per square mile). Montana's sparse population is becoming increasingly urban: according to the 1970 census, 53.4% (or 370,676) of the state's population lived in urban areas, an increase of 3.2% over the figures of the previous census. In 1970, one-third of the state's people lived outside the six major population centers of Billings, Great Falls, Butte, Helena, Bozeman, and Missoula. Two-thirds were spread throughout the wilderness, range, and agricultural lands that make up the rest of the state.

Population breakdown (1970) shows 95.5% white, .03% black, and 4.2% other. There are seven Indian reservations with enrollment of 36,443. Another 27,130 Indians live off reservations.

The average Montanan has completed 12.3 years of education, with 3.2% having less than 5 years and 7.41% having 16 or more years. In 1970, public high schools reported a 17.3% dropout rate.

Montana ranks 41st among the states in per capita personal income ($2,917), with government (18%), wholesale and retail trade (17%), agriculture (16%), services (13%), and manufacturing (11%) the leading sectors of the economy.

Montana ranks 4th in area (145,587 square miles), its terrain ranging from mountainous--the Continental Divide meanders through the western portion of the state--to plains, and its vast size affords a variety of temperatures and environments. In fact, the topography of the state presents particular problems to law enforcement efforts in that the mountains inhibit radio communication, the variable climatic conditions can be hazardous to regular patrol duties, and the great distances that must be covered make for long patrols.

PART ONE: EXISTING SYSTEMS AND AVAILABLE RESOURCES

SECTION A: CRIME ANALYSIS

Analysis of Crime in Montana

There are two sources of crime data and statistics for Montana: the FBI uniform crime reporting system, which deals primarily in offenses known to police, and the reports of the Montana Criminal Justice Data Center which compiles data on a statewide basis concerning arrests, court actions, and corrections data.

In 1973 Montana's population was estimated at 721,000 up 3.9 percent from the 1970 census. According to the 1973 Uniform Crime Report, Montana's crime rate per 100,000 persons was 2.144, considerably lower than the 4.116 per 100,000 crime rate for the United States as a whole and lower than 32 other states, as shown on Table A-1.

Table A-1
Crime Rate by State - 1973*
Rate Per 100,000 and Percent of Increase

	Rate/ 100,000	% Increase over 1972		Rate/ 100,000	% Increase over 1972
1. Arizona	6,704	79.0	26. Idaho	3,458	62.0
2. Nevada	6,632	56.5	27. Ohio	3,496	48.1
3. California	6,305	36.9	28. Oklahoma	3,466	64.9
4. Florida	5,960	52.0	29. Georgia	3,430	38.9
5. Colorado	5,496	35.5	30. Wyoming	3,413	79.1
6. Michigan	5,489	43.7	31. Louisiana	3,403	37.7
7. Oregon	5,297	53.9	32. MONTANA	3,395	76.2
8. Washington	5,090	61.0	33. South Carolina	3,327	45.4
9. Hawaii	4,959	64.6	34. Virginia	3,239	59.4
10. Alaska	4,943	58.1	35. Wisconsin	3,177	78.2
11. Maryland	4,791	41.8	36. Tennessee	3,060	45.6
12. New Mexico	4,708	37.8	37. Iowa	2,831	93.8
13. Rhode Island	4,678	43.2	38. North Carolina	2,812	45.5
14. Delaware	4,583	44.9	39. Nebraska	2,811	63.4
15. Massachusetts	4,521	33.3	40. Maine	2,544	67.6
16. Illinois	4,325	74.0	41. Arkansas	2,539	58.0
17. New York	4,307	23.5	42. Alabama	2,512	36.4
18. Utah	4,247	67.1	43. Vermont	2,498	72.8
19. Missouri	4,141	56.0	44. Pennsylvania	2,459	38.2
20. New Jersey	4,083	34.6	45. New Hampshire	2,329	69.0
21. Texas	4,046	52.3	46. Kentucky	2,265	28.2
22. Connecticut	3,664	48.3	47. South Dakota	2,176	70.1
23. Minnesota	3,536	56.7	48. North Dakota	2,078	102.9
24. Indiana	3,534	55.4	49. Mississippi	1,926	45.9
25. Kansas	3,514	64.3	50. West Virginia	1,472	39.3

*FBI UNIFORM CRIME REPORT

It should be noted that in the latter part of 1972 the FBI Uniform Crime Reporting System adopted a total larceny theft category as a replacement for larceny $50 and over in value. This new classification includes the total number of larceny-theft offenses known to police without regard to value. This modification of the definition was due to the problem of evaluation of stolen property and inflation factors in the $50 value which is basic to the definition of the offense. Every state as well as the National Crime Rate experienced a significant increase.

In the interest of maintaining comparability of Montana data, the $50 and over larceny category has been used. Montana's crime rate for 1973 is 3,395 crimes per 100,000 and by adjusting for the larcenies, an adjusted crime rate of 2,144 crimes per 100,000 is used throughout the remainder of this analysis. Montana's crime rate increased 76.2 percent in 1972 to 1973, the sixth highest increase reported by any state. In the same period, there was a national increase of 4.9 percent.

TABLE A-2
PERCENT INCREASE IN CRIME RATE
BY STATE 1972 - 1973

1.	North Dakota	102.9	26.	Oregon	53.9
2.	Iowa	93.8	27.	Texas	52.3
3.	Wyoming	79.1	28.	Florida	52.0
4.	Arizona	79.0	29.	Connecticut	48.3
5.	Wisconsin	78.2	30.	Ohio	48.1
6.	Montana	76.2	31.	Mississippi	45.9
7.	Illinois	74.0	32.	Tennessee	45.6
8.	Vermont	72.8	33.	North Carolina	45.5
9.	South Dakota	70.1	34.	South Carolina	45.4
10.	New Hampshire	69.0	35.	Delaware	44.9
11.	Maine	67.6	36.	Michigan	43.7
12.	Utah	67.1	37.	Rhode Island	43.2
13.	Oklahoma	64.9	38.	Maryland	41.8
14.	Hawaii	64.6	39.	West Virginia	39.3
15.	Kansas	64.3	40.	Georgia	38.9
16.	Nebraska	63.4	41.	Pennsylvania	38.2
17.	Idaho	62.0	42.	New Mexico	37.8
18.	Washington	61.0	43.	Louisiana	37.7
19.	Virginia	59.4	44.	California	36.9
20.	Alaska	58.1	45.	Alabama	36.4
21.	Arkansas	58.0	46.	Colorado	35.5
22.	Minnesota	56.7	47.	New Jersey	34.6
23.	Missouri	56.0	48.	Massachusetts	33.3
24.	Nevada	56.5	49.	Kentucky	28.2
25.	Indiana	55.4	50.	New York	23.5

Over the base five years 1969-1973 Montana's crime rate increased at an average of 8.9 percent a year as shown in the graph below, which contrasts the crime rate per 100,000 population in Montana, eight western states, and the overall nation. The graph shows the increase in crime in the west as compared to a general increase in crime for the nation.

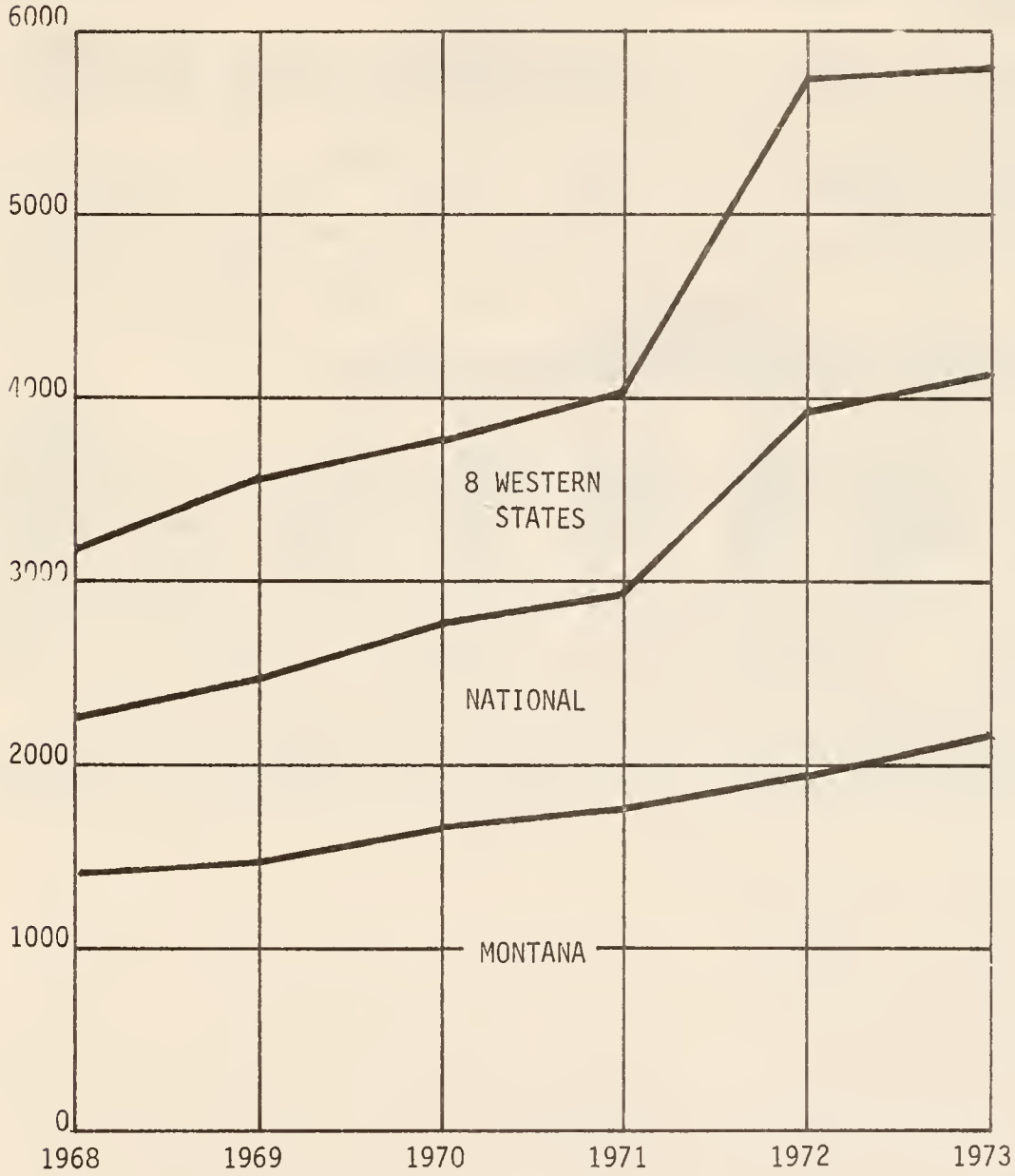


ILLUSTRATION A-1
COMPARISON OF NATIONAL & 8 WESTERN STATES
TO MONTANA (USE CRIME INDEX RATES)

TABLE A-3
8 WESTERN STATES
CRIME RATE PER 100,000 & PERCENT INCREASE

West	1969	1970	1971	1972	1973
Arizona, Colorado, Idaho, Montana, Nevada, New Mexico Utah, Wyoming					
Rate per 100,000	3531.4	3761.4	4014.4	5744.0new* 4030.3old	5801.5
Percent Increase	12.9	6.5	6.7	43.1	10.0

TABLE A-4
UNITED STATES
CRIME RATE PER 100,000 & PERCENT INCREASE

U.S.	1969	1970	1971	1972	1973
rate per 100,000	2471.1	2740.5	2906.7	3925.2 new* 2829.5 old*	4116.4
% increase	10.6	10.9	6.1	35.0	4.8

* Using "new" or "old" definition of larceny

The rate of increase for each of the seven major crimes during the five-year base period is shown in Table A-5. The overall increase, when contrasted with the similar index for eight western states (Table A-3) shows that in 1970-1972 Montana's crime increase was significantly greater than that of the western states taken as a whole.

TABLE A-5
MONTANA
PERCENT INCREASE & RATE PER 100,000 BY MAJOR CRIME CATEGORY

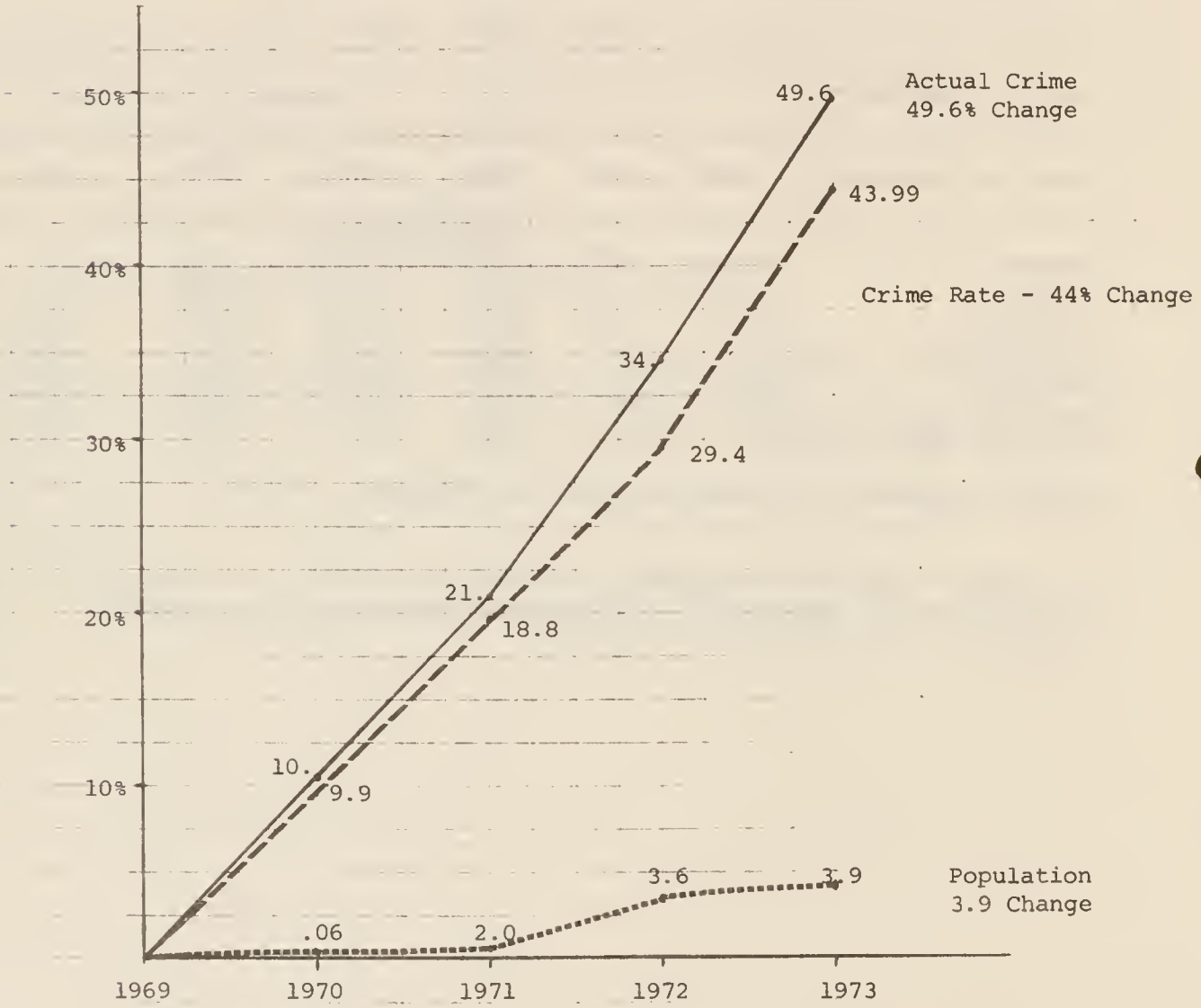
	1969	1970	1971	1972	1973	Increase Ave. %
Percent Increase	6.1	9.9	8.1	8.9	11.3	8.9
Rate per 100,000	1489	1637	1769	1927	2144	44
Murder	3.6	3.2	4.4	2.5	6.0	72
F. Rape	11.1	10.5	14.1	10.8	16.4	53.3
Robbery	22.2	22.3	28.7	33.2	36.3	70.1
Ag. Assault	61.4	75.5	90.0	103.5	108.7	84.0
Burglary	561.8	593.7	654.9	708.2	755.6	39.7
Larceny	612.5	709.8	754.8	821.4	990.7	68.0
Mot.Veh.Theft	215.9	221.8	222.0	247.0	230.5	11.0

Total increase in actual number of offenses - 49.6

Over the last five years, Montana's crime rate has increased at an average of 8.9 percent per year, for a total five-year increase of 44 percent.

The rate of crime per 100,000 persons in Montana has increased by 44 percent over the last five years. The change in the actual number of offenses is up 49.6 percent. This comparison indicates that as the population in Montana increased by 3.9 percent, the crime rate increased by 44 percent in the same period. Illustration A-2 shows this comparison.

ILLUSTRATION A-2
MONTANA
CRIME-CRIME RATE-POPULATION
PERCENT CHANGE FROM 1969
(5-Year Period)



As the population in Montana increased 2.9 percent in the last 10 years, the crime rate increased 100.9 percent in the same decade.

A more specific breakdown of crime in Montana in the five-year base period shows that crimes against property (larceny, burglary, motor vehicle theft) have increased on an average of 8.5 percent annually, while crimes against persons (homicide, rape, robbery, assault) increased at an annual rate of 13.8 percent.

TABLE A-6
MONTANA CRIMES AGAINST PROPERTY

	1969	1970	1971	1972	1973
Offenses	9,648	10,592	11,553	12,774	14,253
Rate/100,000	1,390.2	1,525.3	1,631.8	1,776.8	1,976.8
Percent Increase	5.7	9.7	7.0	8.9	11.3

TABLE A-7
MONTANA CRIMES AGAINST PERSON

	1969	1970	1971	1972	1973
Offenses	682	744	791	1,079	1,207
Rate/100,000	98.3	111.5	137.1	150.0	167.4
Percent Increase	11.7	13.4	23.0	9.5	11.5

According to a report by the Criminal Justice Data Center, an analysis of urban/rural crime in Montana shows 70% of the 7 major index crimes (murder, rape, robbery, aggravated assault, burglary, larceny, and motor vehicle theft) occur in urbanized areas. Even though only 30% of these offenses are occurring in the rural environment, several types of violent crimes are occurring there at a higher rate than in urban areas. These crimes are murder, rape, and aggravated assault.

The F.B.I. Uniform Crime Report, among other studies, shows that in these types of crime, the offender is very often someone the victim knows, either an acquaintance or a relative. In remote areas with sparse population, most residents of a given community know or recognize the other residents. Since many of these communities depend on seasonal industries such as agriculture or construction for support, they are affected by winter unemployment. The residents thus affected have no chance to travel or meet new people. And since most men in rural places own some type of firearm, firing a gun without being heard or seen is relatively easy.

As a result the forced environment of the few and all too familiar places combined with the forced company of the same old inhabitants leads to stressful situations and the inevitable clashes. These clashes are usually beyond the control of the local law enforcement agencies.

The Criminal Justice Data Center also reports that illegal drug use in Montana has become an increasingly complex social problem to the extent that in the past 10 years drug activity has reached the smallest rural communities.

Since 1971, the Center has been accumulating data on drug arrests, the most valid indicator used for the report. Drug offenses, which do not become crimes until an arrest is made, occur at a rate of one every 7 hours, 167.1 per 100,000 persons, according to data gathered since 1973.

Drug offenses and arrests are divided into categories of opiates, marijuana, dangerous drugs, and other drugs. Opiates include opium or cocaine plus their derivatives of morphine, heroin, and codeine; marijuana consists of marijuana and its derivative of hashish; dangerous drugs comprise manufactured drugs such as LSD, demerol, and methadone; other drugs include dangerous non-narcotic drugs such as barbiturates, benzedrine, methadrine, and amphetamines.

Of the 1,205 narcotic drugs law violations reported in 1973, 835 arrests were made, for a clearance rate of 69%. This clearance rate is significantly higher than the statewide rate of 27.6% for all other major felonies and high misdemeanor offenses and bears out the fact that illegal drug use is an "immediate action" crime--the offense becomes a crime when the offender is arrested.

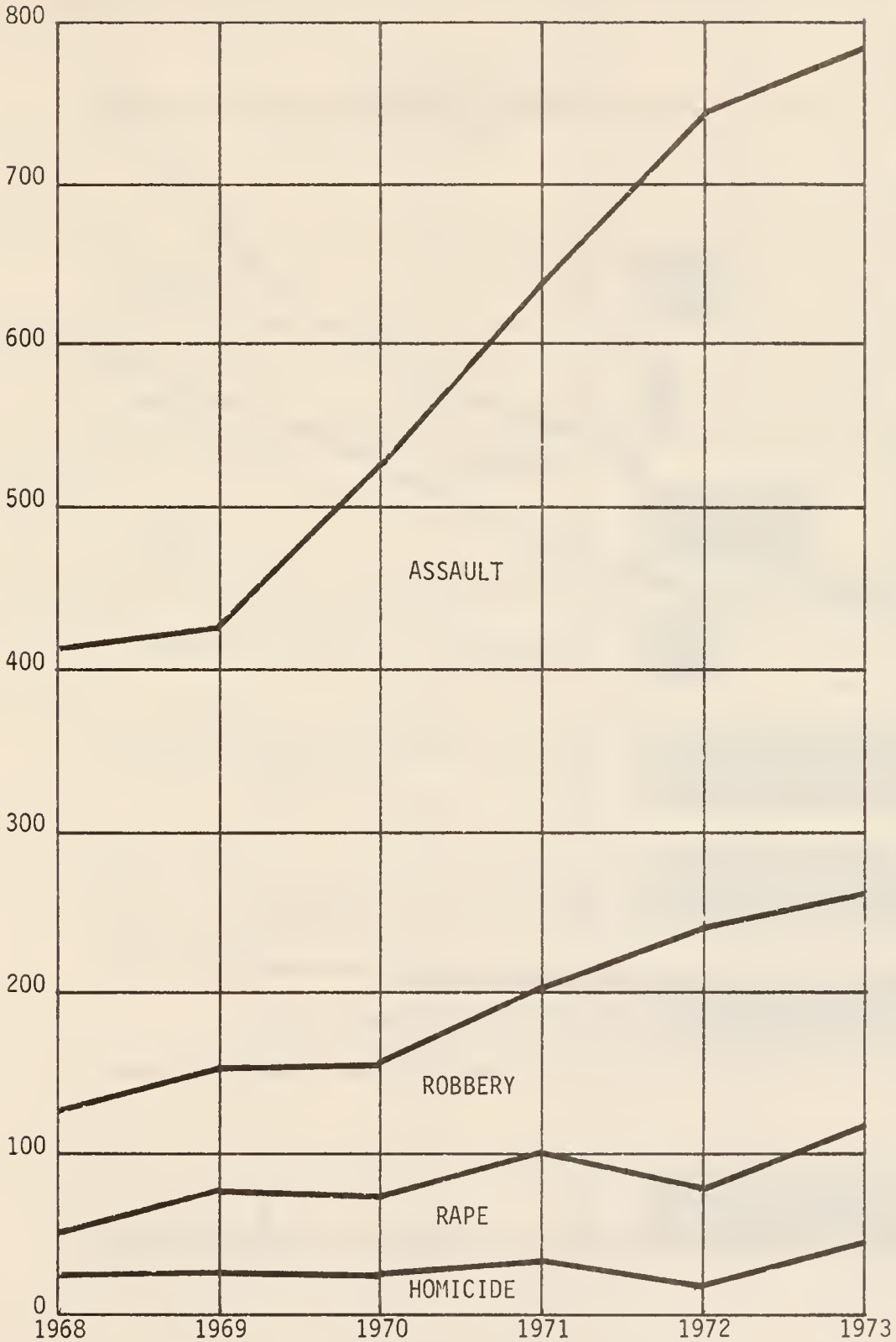
Of the 835 arrests, 62% involved marijuana, 20% other drugs, 16% dangerous drugs, and 2% opiates.

Drug arrests fall under the main divisions of provision, possession, fraudulent acquisition, and alteration of label on dangerous drugs. Of the arrests involving marijuana, cases of possession-misdemeanor accounted for 26% of the total, possession-felony accounted for 22%, and provision for 16%.

Of the 1973 drug arrests in the 4 main divisions, 79% were adults, 21% juveniles. Although adult arrests number more than juvenile arrests, the increase of juvenile arrests since 1971 is 240% compared to the adult increase of 70%.

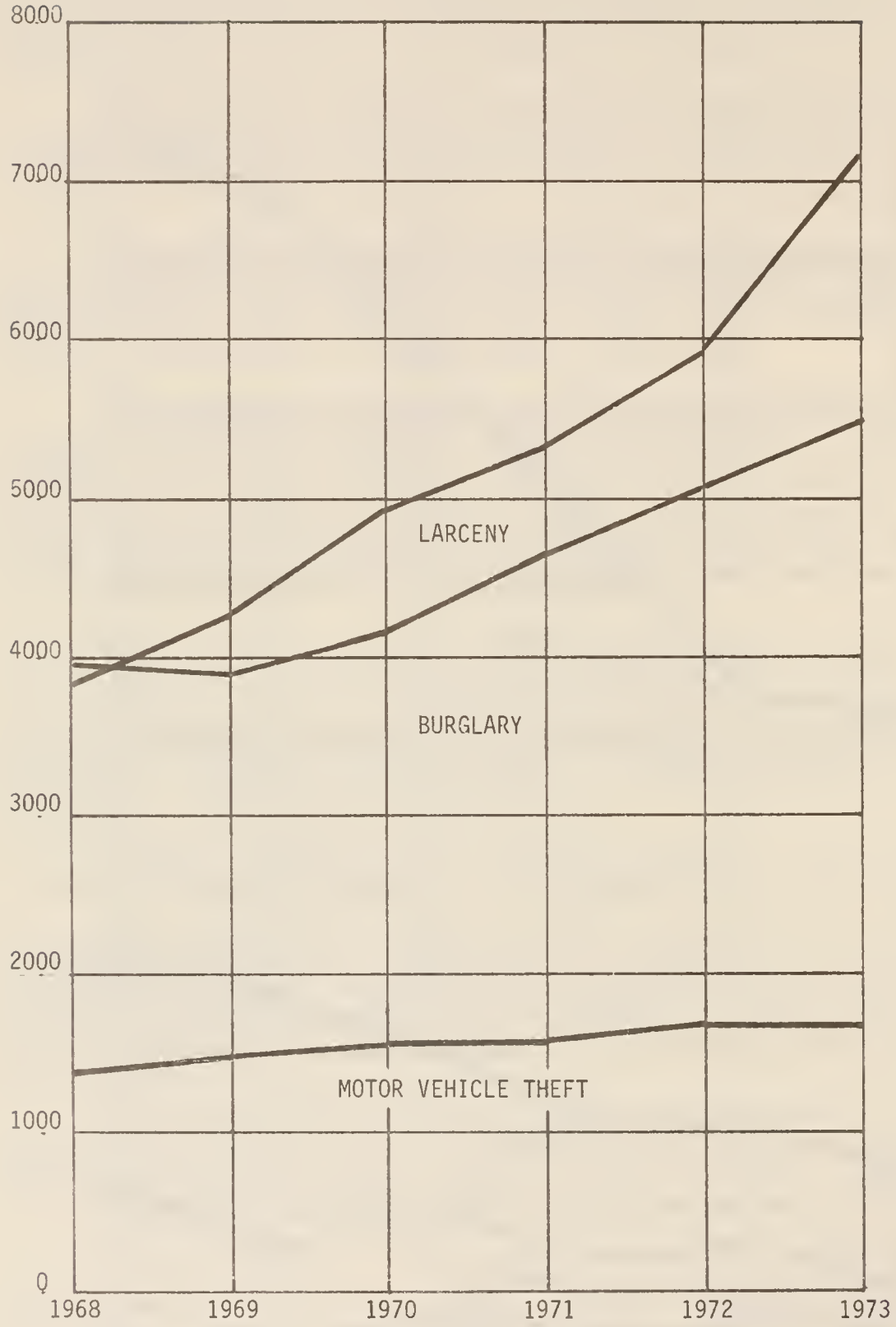
In comparing drug arrests by age group, the 20-25 age group led all others. No arrests appear before the 16-17 age group, and there is a drastic decline in drug arrests occurring in the 26-29 age group.

ILLUSTRATION A-3



CRIMES AGAINST PERSON

ILLUSTRATION A-4

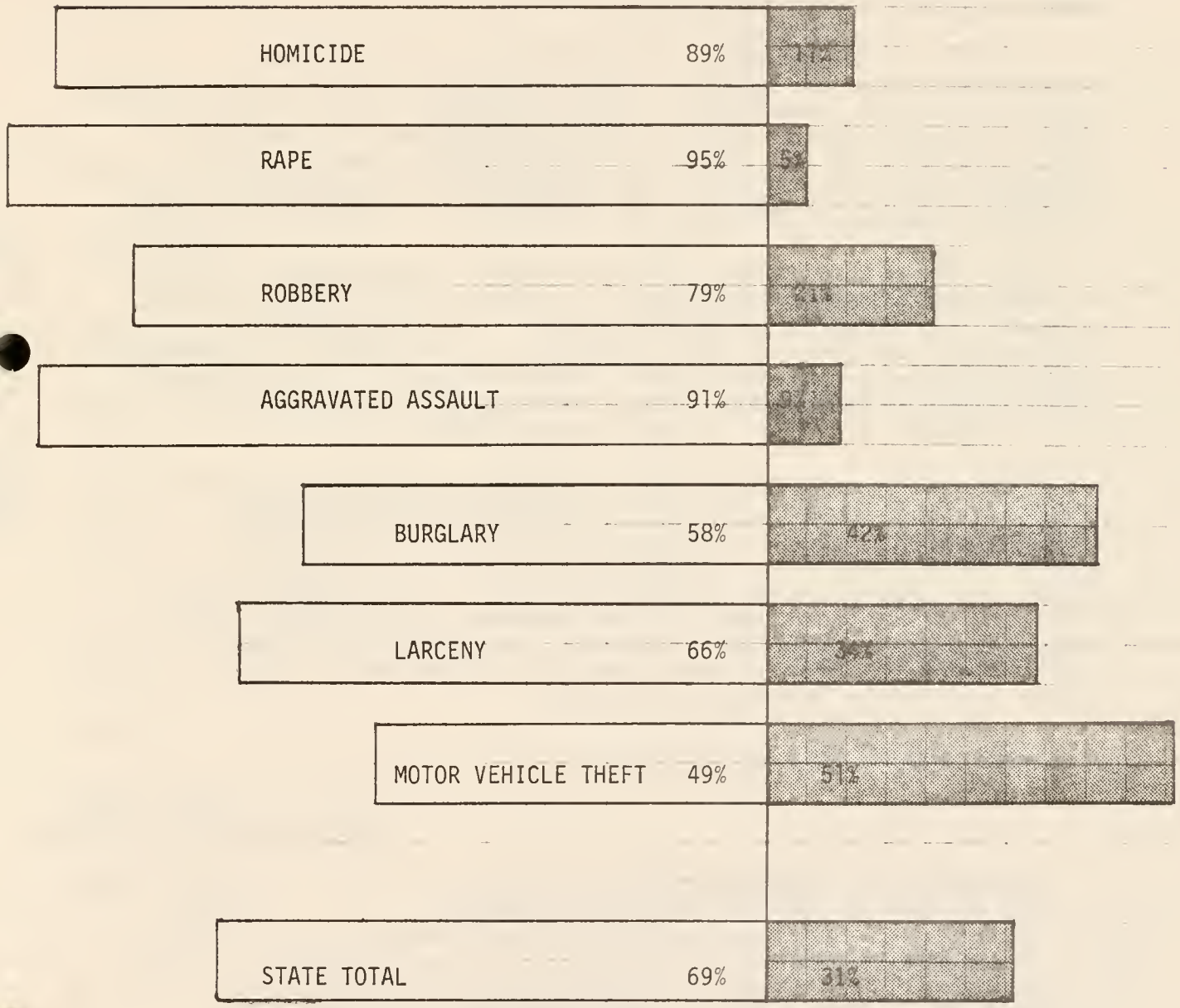


CRIME AGAINST PROPERTY

JUVENILE CRIME

The following illustration shows that juvenile arrests accounted for 31 percent of all Montana arrests in 1973.

ILLUSTRATION A-5
PERCENT OF ADULT/JUVENILE ARRESTS
1973



MONTANA CRIME PROJECTION

Montana's population is projected to reach 730,000 in 1980, a 5.2 percent increase from 1970. However, there seems little correlation between population growth and crime, since the crime rate is increasing much faster than population, as shown by Illustration A-2.

Three methods were used in developing the following crime projection. The first method uses the average percent increase over a five-year base period (1969-1973) and accumulation of this average percent increase to 1980. The second method is linear least squares regression. Curvilinear least squares regression is the third.

By the first method, the crime rate increase was determined to be an average of 8.9 percent per year for the past five years (1969-1973), and it appears likely that this trend will continue. Using this increment of 8.9 percent and projecting it to 1980, the crime rate can be expected to reach 3,820.9 crimes per 100,000 persons. This projection method indicates a 135 percent increase over 1970.

The second method of linear squares regression is done by plotting a graphy of number of actual crimes for a period of years as shown in illustration A-6. In this case the base period of 1967 to 1973 was used. A regression increment figure was projected to 1980. Illustration A-7 is a graphic least squares regression. Note how the plotted points of actual crimes lie in a gradual upward curve.

Expanding on each method, the linear method indicates 22,273 crimes in 1980 and the curvilinear method shows 32,831 crimes in 1980. Comparing results of the latter two methods with the projected population of 734,948 for 1980, the linear least squares regression indicates a crime rate of 3,030 crimes per 100,000 persons. The curvilinear least squares regression projects a crime rate of 4,426 in 1980. Thus, we have a broad spectrum of projected crime rates from using the three methods.

The results are as follows:

	1980 Crime Rate Per 100,000
1. Accumulating Average Method	3,820
2. Linear-Least Squares Regression Method	3,030
3. Curvilinear Least Squares Regression Method	4,426

In clarifying these three methods, it is important to remember results are not point estimations but rather trend estimations. Thus, Montana can expect to have a crime rate in 1980 somewhere between 3,030 and 4,426 and probably very near the 3,820 crimes per 100,000 figure.

ILLUSTRATION A-6

MONTANA

ANALYSIS OF ACTUAL CRIMES

1967-1973

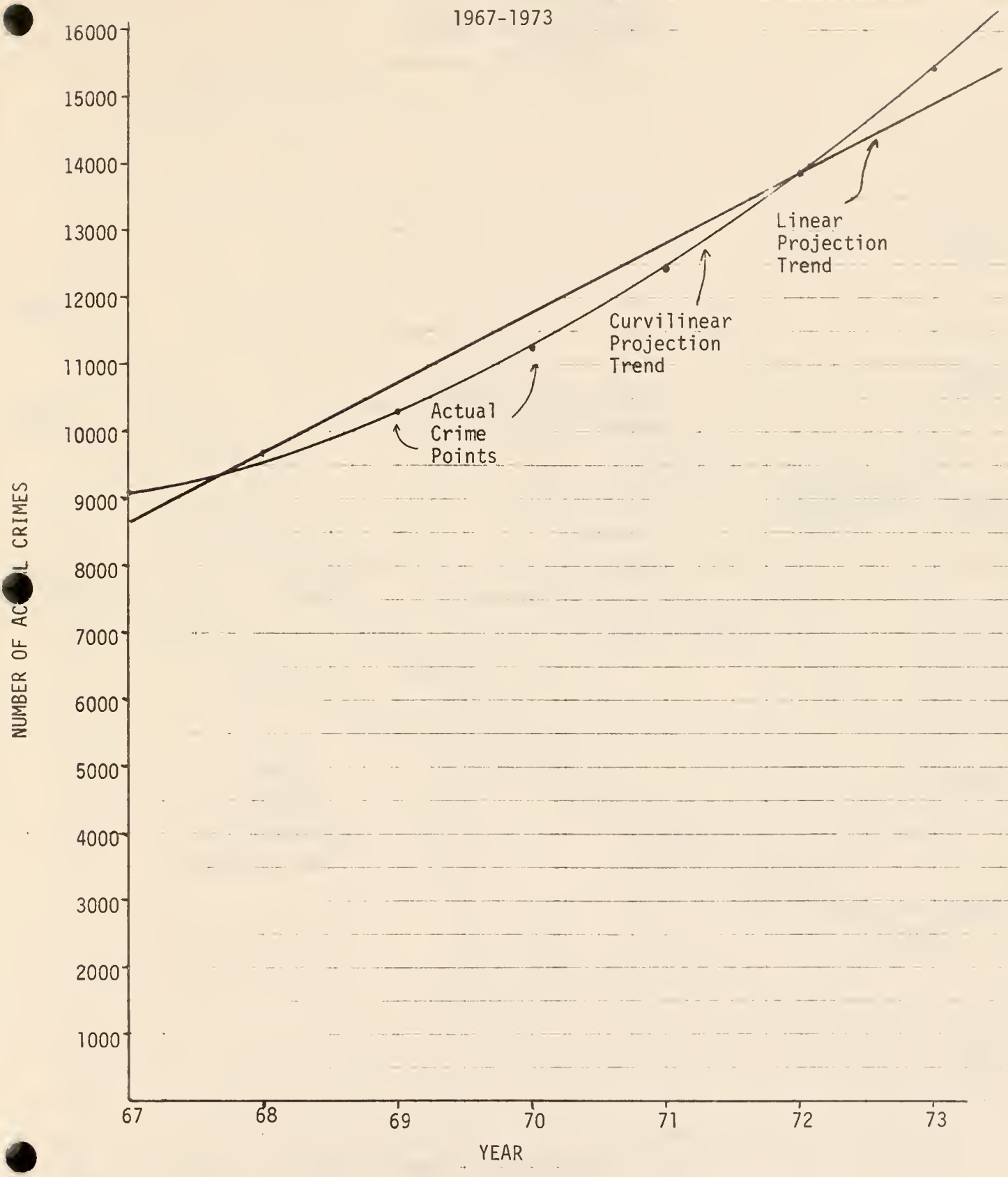
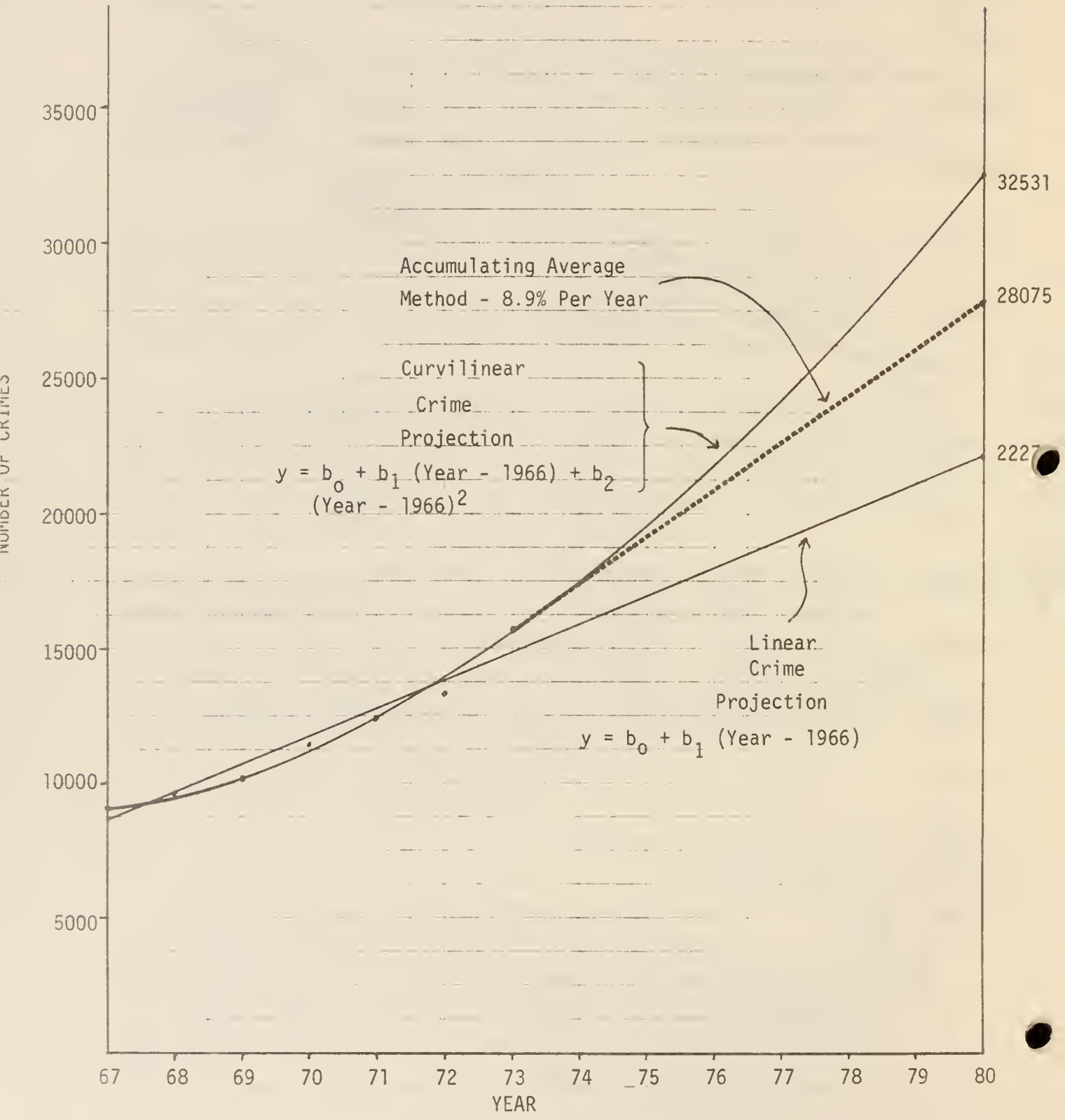


ILLUSTRATION A-7
MONTANA

PROJECTED ACTUAL CRIMES
1967-1980



SECTION B: EXISTING LAW ENFORCEMENT SYSTEMS

Montana has many state, county, and municipal law enforcement agencies and supportive resources with varied authority, responsibility, and capability in dealing with criminal activity.

Table B-1 shows the ratio of law enforcement personnel, sworn and non-sworn, per 1,000 population.

Table B-1
Ratio of Law Enforcement Personnel
Per 1,000 Population
1974

		Ratio per 1,000 Population
Montana 1974 Population Estimate	721,000	
Sworn Personnel	1,437	1.99
Non-Sworn Personnel	394	.55
Total Law Enforcement Personnel	1,831	2.54

(Totals include sheriff, police, highway patrol, fish and game, livestock and campus security.)

Table B-2
Law Enforcement Employee Turnover
Sworn Officers
1974

Department	Turnover Rate
Police	18.0
Sheriff	12.6
Tribal	30.4
TOTAL	16.1

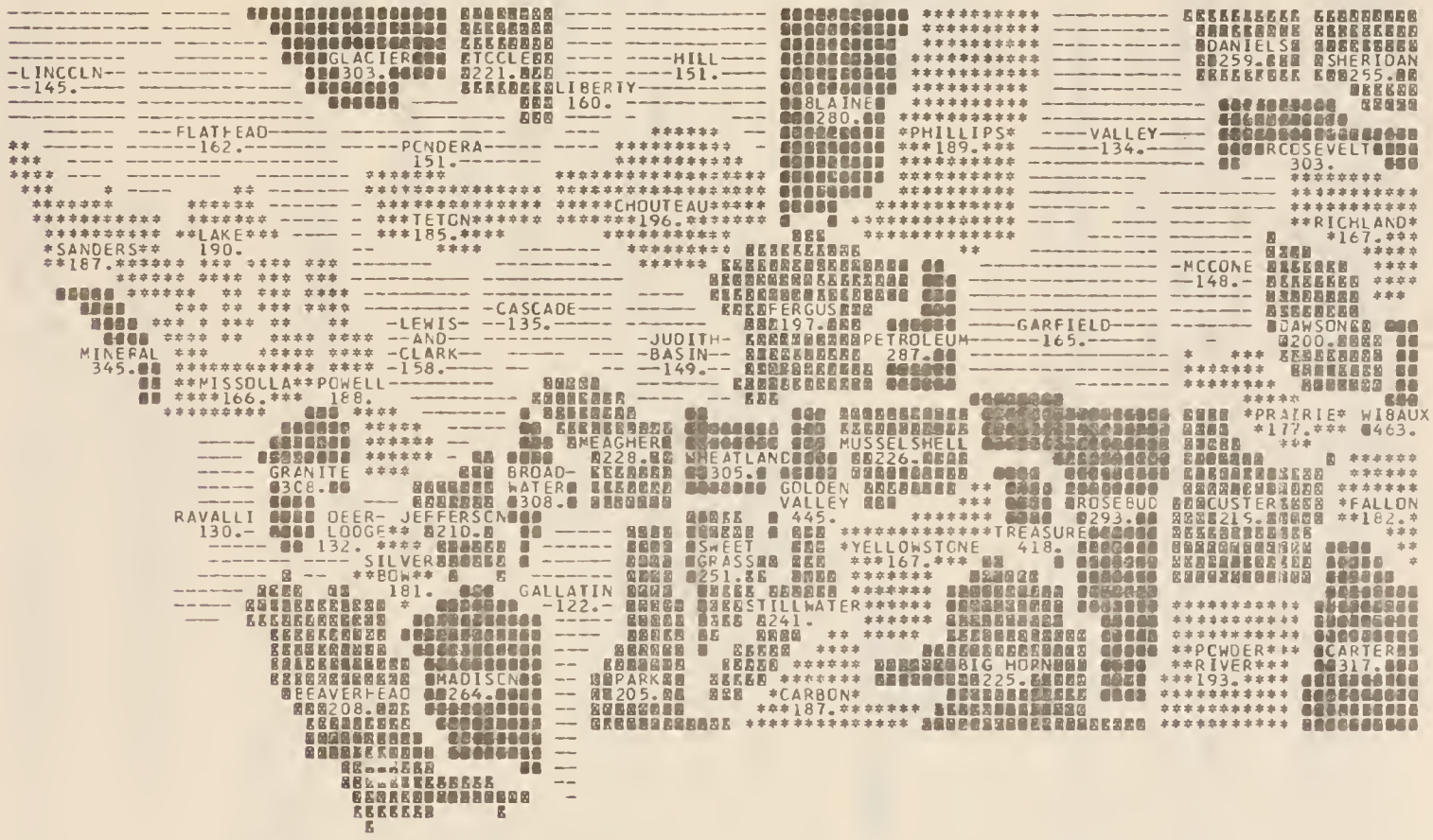
The area patrolled by this force is 147,138 square miles, which means there is one sworn officer per 102 square miles.

The enforcement complement is spread very thin and consequently both formal and informal mutual aid relationships have developed. The map on the following page illustrates the deployment of law enforcement personnel in Montana.

To better depict the state's existing capability to deal with crime and criminals, each of the state and local law enforcement systems and its available supportive resources is examined and discussed in detail.

MONTANA BOARD OF CRIME CONTROL
LAW ENFORCEMENT PERSONNEL PER 100,000 POPULATION, 1973

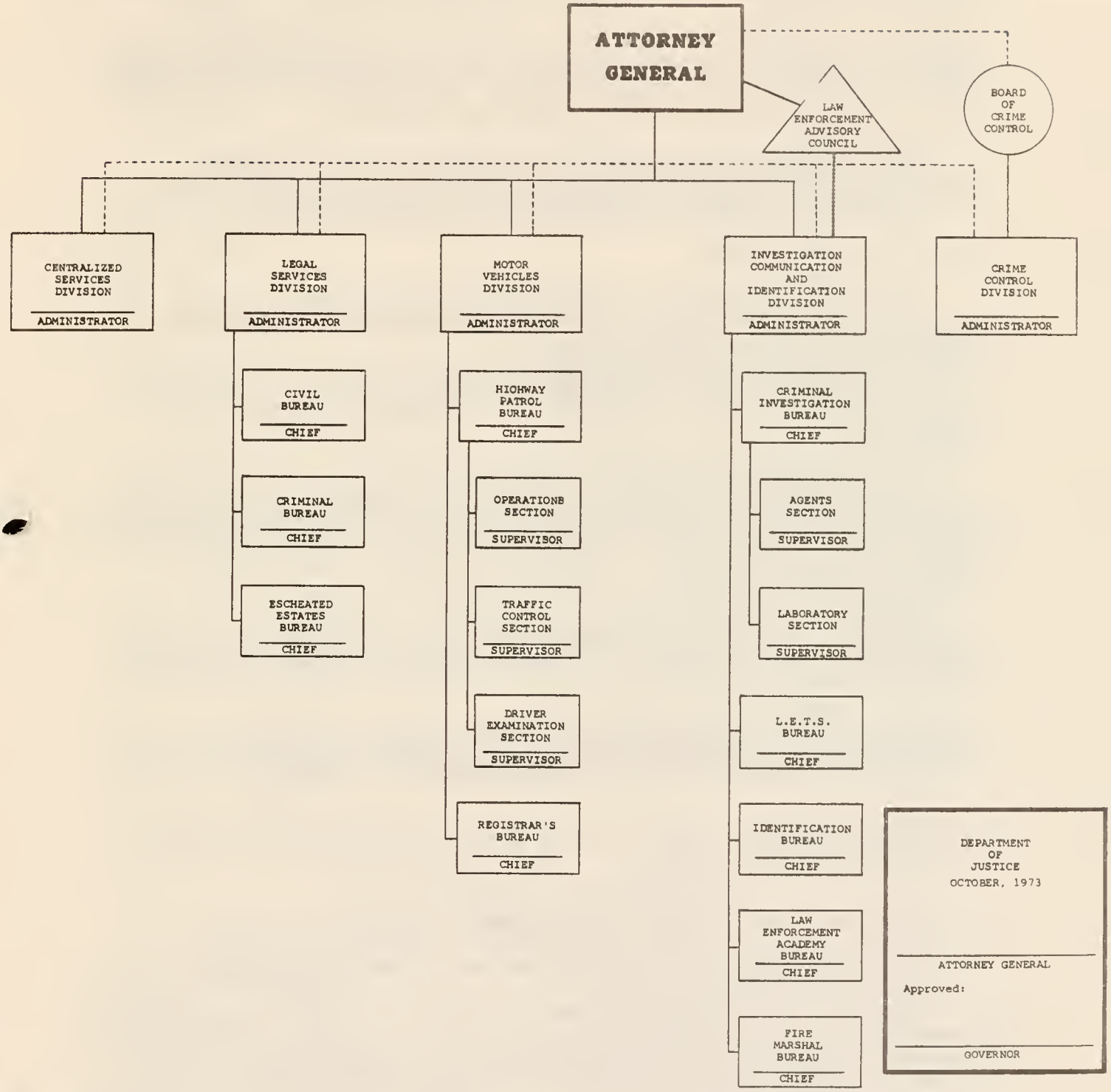
ILLUSTRATION B-1



----	122. - 165.	LOW QUARTILE
****	166. - 196.	MEDIUM LOW QUARTILE
####	197. - 259.	MEDIUM HIGH QUARTILE
####	264. - 463.	HIGH QUARTILE

ILLUSTRATION B-2

ORGANIZATION OF DEPARTMENT OF JUSTICE



Department of Justice

The largest state agency dedicated to law enforcement is the Department of Justice, which has 440 full-time and 27 part-time employees. The department provides direct and supportive services statewide to the law enforcement effort.

The Department of Justice, formerly the Department of Law Enforcement and Public Safety, was created by the Executive Reorganization Act of 1971. Through amendments to the Act in 1973, it received its present name and function.

The department, under the direction of the Attorney General, operates and administers law enforcement functions and supportive resources as shown in Illustration B-2 .

HIGHWAY PATROL BUREAU

The Highway Patrol is under the administrative control of the Department of Justice and is supervised by a bureau chief appointed by the Attorney General.

The Highway Patrol employs 220 uniformed officers and 74 full-time civilian employees. General headquarters are in Helena.

Six field divisions are located in Missoula, Great Falls, Lewistown, Glendive, Butte, and Billings as shown in Illustration B-3 . Each division is composed of two or more districts, depending upon manpower. A seventh division, for driver licensing and examination, is located in Helena.

District offices are maintained only in areas where supplemental storage area is needed because distance renders central storage impractical.

Currently, there are 220 marked patrol vehicles, 10 unmarked patrol vehicles, and one panel wagon. The patrol also uses 80 radar sets of various makes and models.

The Highway Patrol has jurisdiction over 42,000 miles of state and public roads. This is an average patrol distance of 190 miles per patrolman.

Although the patrol is principally traffic oriented, it has arrest authority for major crimes. Patrolmen are ex-officio fire wardens, game wardens, and stock inspectors.

Because of the patrol's mobility and statewide jurisdiction, it assists county and city law enforcement agencies in establishing roadblocks for the apprehension of fugitives and in transporting prisoners arrested in these roadblocks.

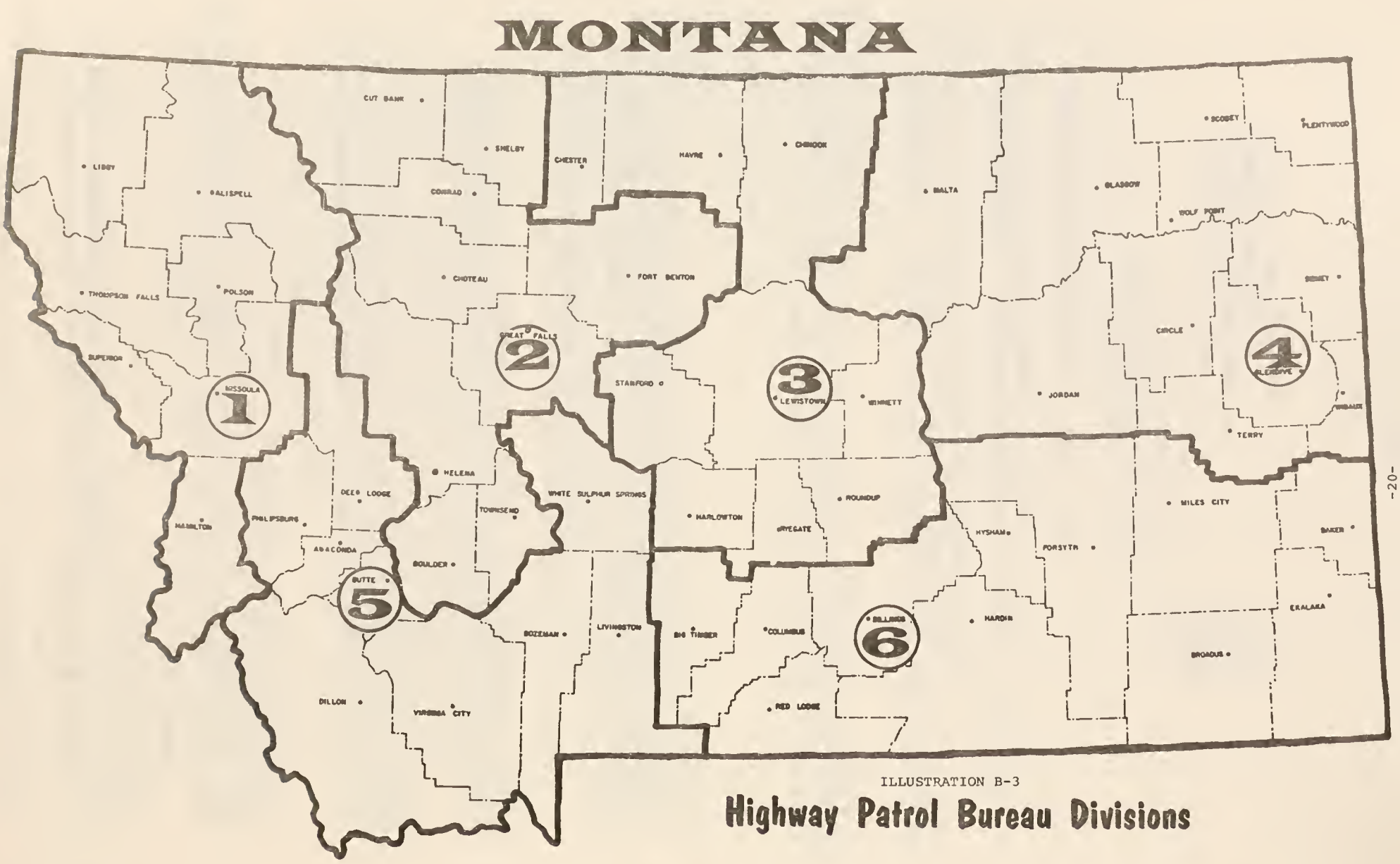


ILLUSTRATION B-3

Highway Patrol Bureau Divisions

Other cooperative and direct services provided by the patrol include:

1. Assistance to local hospitals by making blood and/or serum emergency runs between hospitals.

2. Participation in all major civil defense exercises because of the patrol's expertise in traffic management.

3. Presentation of safety and educational programs throughout the state. These programs consist of defensive driving courses, bicycle and pedestrian programs in the school system, and public appearances before numerous civic organizations in Montana.

4. Representation on various standing committees in state government, such as the Data Processing Task Force, the Peace Officers Standards and Training Council, the Board of Crime Control, the Alcohol and Drug Dependence Advisory Council, and numerous traffic safety councils and committees. Maintenance of a selective and concentrated enforcement unit, designated as the Accident Prevention Unit. The unit operates primarily in high accident areas.

5. Assistance to local law enforcement agencies in crowd control with personnel and equipment.

Uniformed officers of the Driver Licensing and Examination Division conduct all examinations for driver licenses in the state. Photo license records are utilized by investigative agencies to identify fugitives and to locate missing persons.

DRIVER LICENSING

Goal: Renew driver licenses. Examine new applicants and persons experiencing driving difficulties. Maintain a complete record system of each driver's history. Administer the Safety Responsibility Act.

Objective: Montana's driver licensing and driver improvement program are intended to reduce driver error, thereby contributing to the overall program of highway safety.

Achievements: Increased programs in driver correction through the Driver Improvement Program.

Performance Indicators - Fiscal Year

Table B-3
Patrol Activity Summary
in Percentage Time

	% Time
Patrol Activities	50-60%
Accident Investigation	10-15%
Report Writing	10-15%
Special Assignments	5-10%

The Highway Patrol Recruit Training School is conducted at the Law Enforcement Academy Bureau in Bozeman and provides 600 hours of instruction in a 10-week period. Traffic law enforcement and accident investigation are the primary training subjects.

In-service training for patrol personnel and local law enforcement officers is provided in accident investigation, laws of arrest, rules of evidence, motor vehicle code statutes, gas chromatograph operation, and justice-of-the-peace indoctrination and orientation.

Twenty-four hour communication service is maintained at the patrol general headquarters, with 16-hour capability in the division headquarters. Local sheriffs and/or police departments maintain communications for the patrol divisions in the remaining shift.

The patrol records division maintains files for the Federal Bureau of Investigation on at-large fugitives and provides record information to the F.A.A., D.O.T., Armed Forces, and Federal Courts.

In cooperation with the Department of Livestock, a new livestock inspection report has been instituted to enable patrol officers to make more complete inspections of transported livestock. This effort is directed at curtailing illegal transport and theft of Montana livestock.

The administrator of the Division of Investigation, Communication and Identification, appointed by the Attorney General, has supervisory authority over the following bureaus:

1) Criminal Investigation and Crime Laboratory
2) Law Enforcement Teletype System and Identification
3) Identification Bureau
4) Fire Marshal
5) Law Enforcement Academy

The overall functions of the division are to provide efficient and timely communication through automation; to update and keep current fingerprint classifications and filings; to expand and improve the law enforcement training facilities and programs at the state law enforcement academy; to improve the quality and quantity of crime laboratory services; and to provide increased criminal investigation assistance to local agencies requesting investigative aid.

The bureaus provide the following law enforcement functions and services:

1) Criminal Investigation and Crime Laboratory

This bureau of the Investigation, Communication and Identification Division is staffed with 2 investigative agents located in Helena to effectively serve Montana.

These two agents have travelled over 100,000 miles during the past year, lending their investigative expertise to local law enforcement agencies upon request. Their activities and investigations have carried them into all of Montana's 56 counties and have included investigations into murder, assault, kidnaping, burglary, narcotics, and internal affairs of government.

The Crime Laboratory, now in its fifth year of operation, employs 3 full-time chemists and 1 secretary. The laboratory's current service is mainly analysis for the presence of controlled substances for law enforcement agencies and provision of expert testimony in the courts of Montana regarding these analyses. The laboratory also does analysis for the presence of fire accelerants in arson cases as well as a limited amount of blood and body fluid identification. In addition, the laboratory is now doing analyses for the Department of Revenue of alcoholic beverages suspected of being watered down or not containing the genuine beverages they were reported to be when sold.

The laboratory is presently located in a privately owned building in Missoula. An electronic burglar alarm system has been installed and close inspections and inventory counts are conducted for security.

In addition to typical chemistry glassware and apparatus, the laboratory is equipped with 2 high performance gas chromatographs, a fluorescence spectrophotometer, and an infrared spectrophotometer.

In the past two years the number of samples submitted for analysis has increased by 255, from 2,052 in FY 1973 to 2,307 in FY 1974.

2) Law Enforcement Teletype System (LETS) and Identification Bureau

The Law Enforcement Teletype System is staffed by a chief, officer manager, 6 full-time and 4 part-time employees. The LETS chief also supervises 4 full-time employees in the Identification section of the bureau.

The facility housing the Law Enforcement Teletype System and Identification Bureau is a modern, privately-owned building in Helena which is leased by the state and shared with the Investigation, Communications and Identification Division and the Central Services Division of the Department of Justice.

The original LETS network consisted of 39 terminals connected by 6,196 miles of voice grade teletype lines; a relay type switcher located in Helena and Miles City and connected by two voice grade system circuits; a tie line to the Idaho teletype network; and an interface to National L.E.T.S. and the National Information Center (NCIC) in Washington, D. C.

The present automated network consists of a computerized, general purpose, communications switcher, 58 terminals connected by over 3,000 miles of data grade teletype lines, an interface to NCIC and National LETS, and terminals in Idaho, Wyoming, and North Dakota that interface with their state networks. The present state system is illustrated in the map, Illustration B-5.

Of the present 58 teletype terminals, 33 are model 33 ASR terminals and 25 are the heavier duty model 35 ASR terminals. Eighteen terminals have been upgraded to the model 35 ASR terminal specifications.

ILLUSTRATION B-4

LETS PRESENT CONFIGURATION

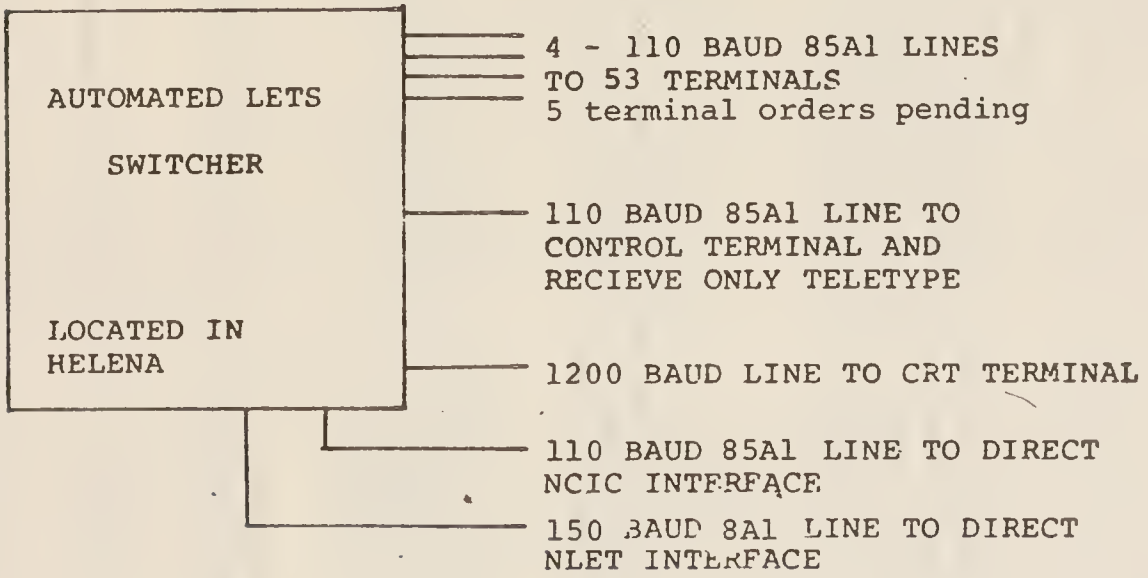
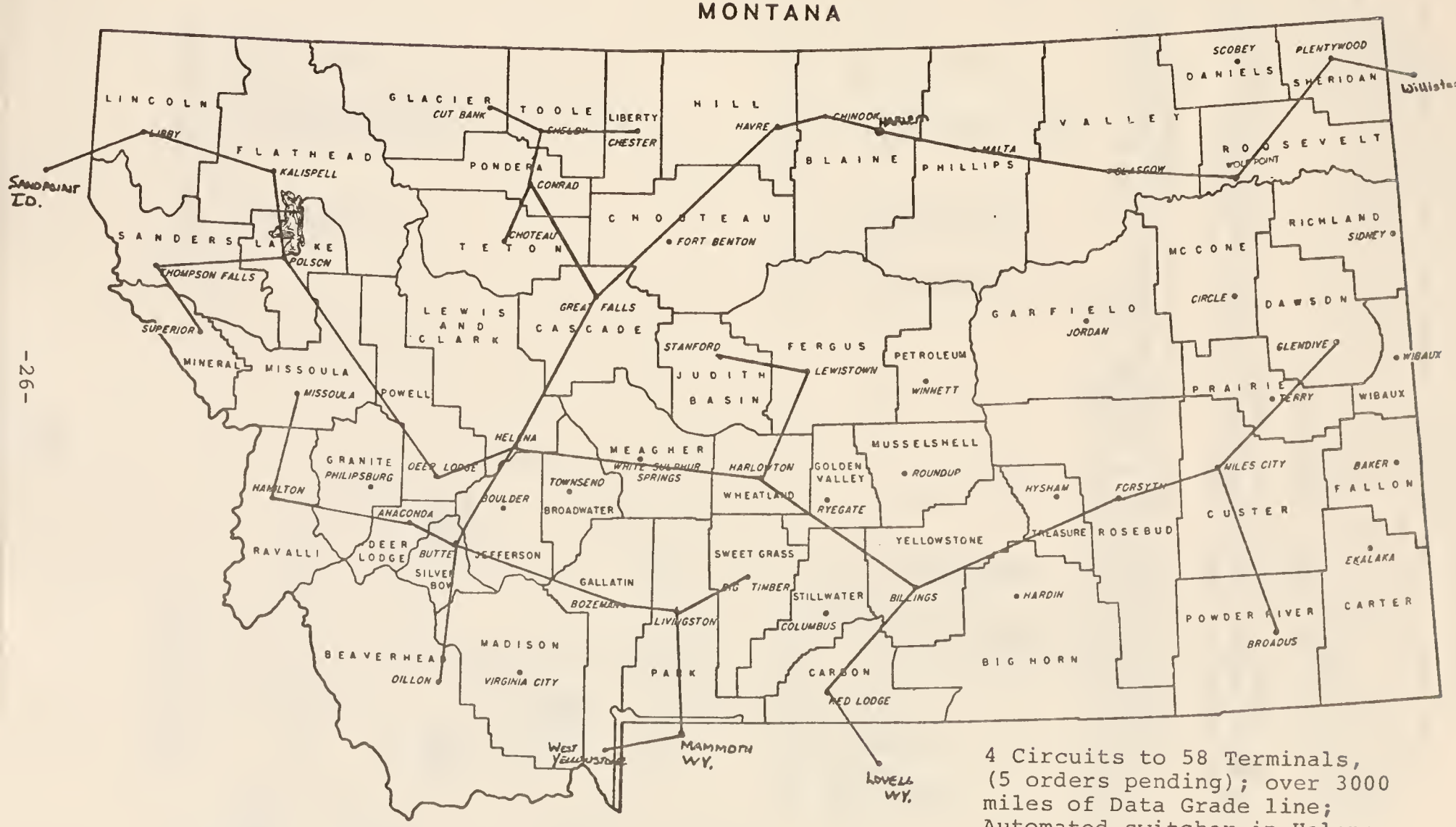


ILLUSTRATION B-5

MONTANA



33 Model 33 ASR terminals
25 Model 35 ASR terminals

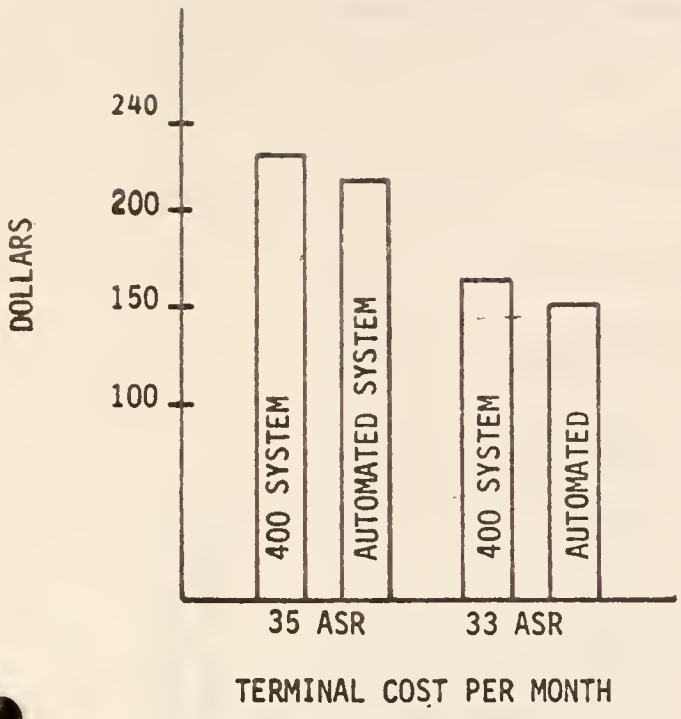
4 Circuits to 58 Terminals, (5 orders pending); over 3000 miles of Data Grade line;
Automated switcher in Helena;
Direct interface to NCIC;
Direct interface to NLET;
Terminal interface to Wyoming, Idaho, and North Dakota

The model 33 ASR teletype leases for $148 per month and the model 35 ASR leases for $215 per month. The teletype lines are a combination of the telephone company lines at a cost of $1.75 per mile and Government Services Administration (G.S.A.) TELEPAK at a cost of 27 cents per mile. Illustration B-6 provides budget comparisons.

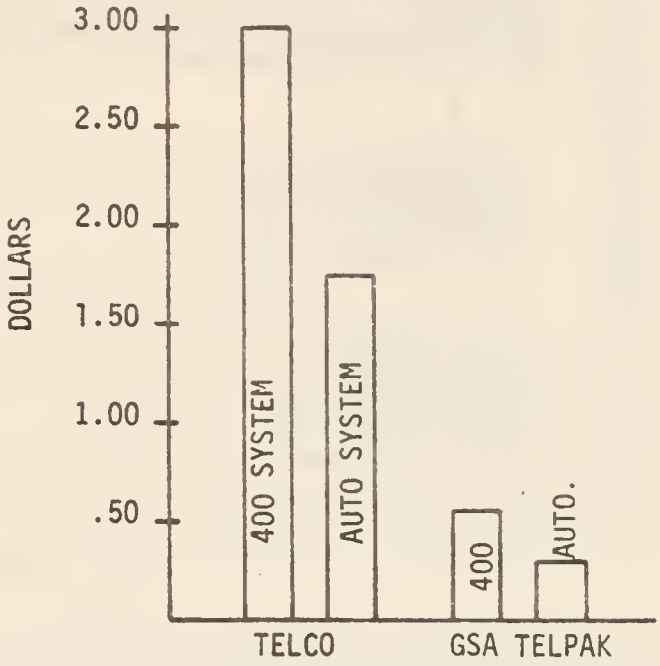
A statewide retraining program for teletype operators was held before the new automated system became operational. Sixty operators were trained to use the new system.

A new call-in dictation system has been implemented to provide Department of Justice personnel and other state law enforcement agencies a day and night dictating service with transcribing performed by L.E.T.S.

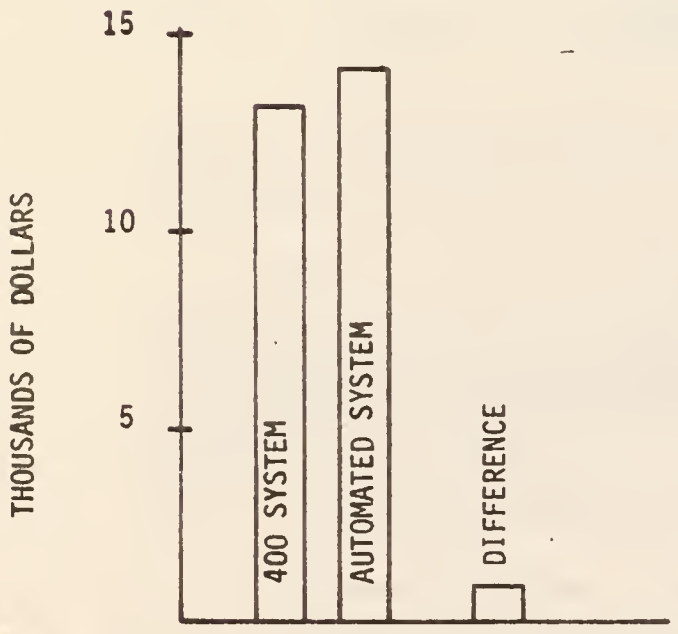
Illustration B-6
Cost Comparison of LETS Automated/400 Systems



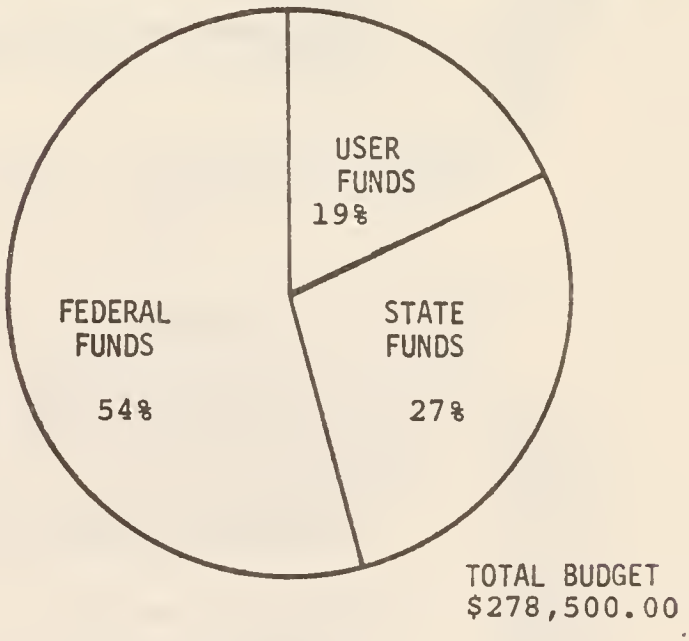
TERMINAL COST PER MONTH



LINE COST PER MILE

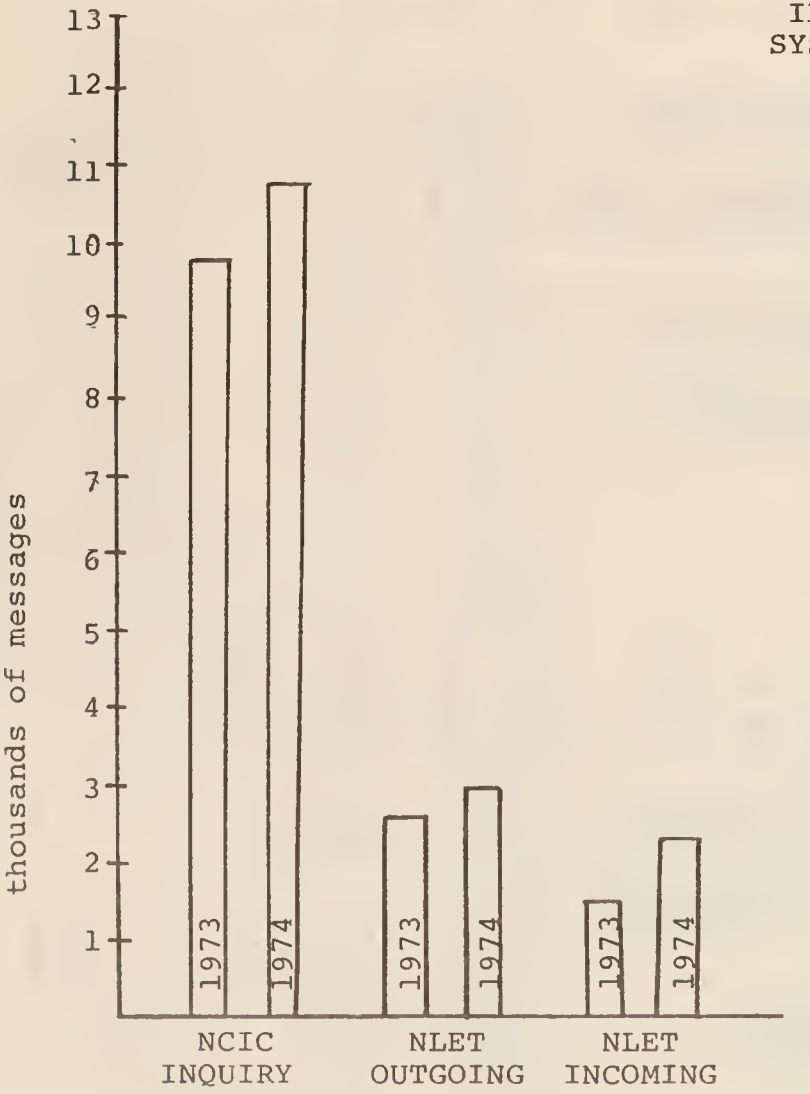


SYSTEM COST PER MONTH

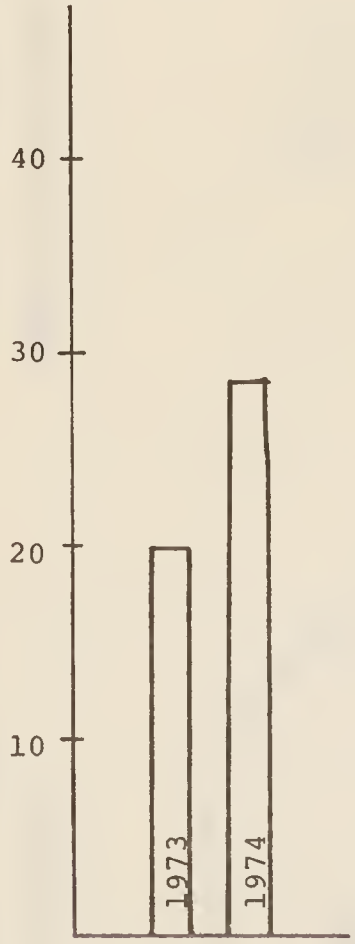


OPERATING BUDGET

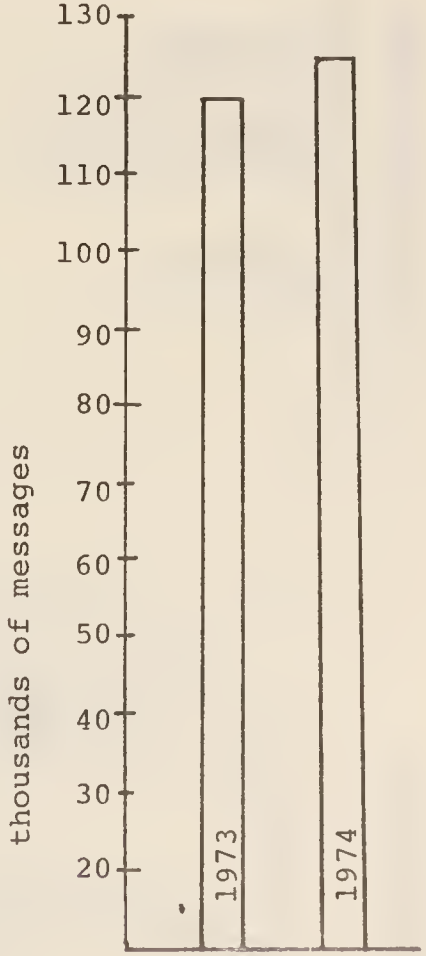
ILLUSTRATION B-7
SYSTEM TRANSACTIONS



AVERAGE NUMBER OF NCIC AND NLET MESSAGES PER MONTH



AVERAGE NUMBER OF NCIC HITS PER MONTH



NUMBER OF MESSAGES ON THE AUTOMATED SYSTEM PER MONTH

3) Identification Bureau

The bureau is under the direction and supervision of the Law Enforcement Teletype System bureau chief. Employees of LETS have been instructed in the operation of the Identification Bureau's record check service to provide this service to all law enforcement agencies in the nation on a 24-hour-a-day, 7-day-a-week basis.

The Identification Bureau is currently staffed by 4 full-time employees, including a court qualified latent fingerprint expert.

Primary activities of the Bureau include:

1. procurement and filing of criminal information on all persons convicted of a felony in the state of Montana;

2. providing criminal information to all law enforcement agencies in the country;

3. updating of files on microfilm and restructuring the master index where feasible;

4. assistance to law enforcement personnel in Montana in obtaining information regarding convicted felons and other well-known and habitual criminals;

5. development of a coordinated statewide records system and a mechanism for future expansion and utilization; and

6. preparation of active records for future data transcription and automation.

The fingerprint cards provided by this bureau have been checked for compatibility with FBI-NCIC standards and codes. Additional information for eventual data transcription and automation is being collected from these cards.

Services to the law enforcement agencies were expanded by development of an intelligence file that is designed to provide for a quick and accurate cross reference to organized crime activities, stolen property, modus operandi, kidnaping, and burglary. This information is gleaned from teletype messages, police reports, news articles, and information sources from other states. Information so obtained is disseminated to all requesting law enforcement agencies.

Table B-4

Summary of Identification Bureau Activities

Total Number of Fingerprints On File		186,709
Total Number of Records Purged		67,435
Fingerprint Cards Received, Searched, Classified and Filed		2,691
Average Per Month (10 months)	269	
Positive Identification of F.P. With a Prior Record		400
Average Per Month (10 months)	40	
Number of Record Searches		13,932
Average Per Month (9 months)	1,548	
Number of Teletype Responses		4,266
Average Per Month (10 months)	427	
Latent Fingerprint Cases Received and Processed		58
Average Per Month (6 months)	10	

4) Fire Marshal Bureau

The State Fire Marshal Bureau employs a Supervisor of Fire Prevention and Investigation, the Chief Fire Marshal, 3 field deputies under Prevention and Investigation, and 22 special deputies in investigation on a part-time basis.

Part-time investigators are utilized in the initial investigation of fire scenes. If arson is suspected, a regular full-time state fire marshal comes into the case and follows it to its conclusion. Technical assistance is provided to prosecuting attorneys in the preparation of arson cases for court. An active information gathering and disseminating program is maintained to assist the Fire Marshal Bureau and local law enforcement and fire service personnel in handling arson cases.

Many services are provided by the Fire Marshal Bureau in addition to the investigation of incendiary fires, such as inspection and prevention services.

Both classroom and individual training is provided for law enforcement agencies and local fire departments in arson investigation and detection techniques.

Table B-5
Fire Marshal Bureau
Activities Summary and Comparison

	1973-74	1972-73	1971-72
Reported Fires of Unknown Causes	1,419		
Arson Investigations	322	183	162
Hotel Surveys	30	61	80
Building Plan Review	153	152	149
Inspections	1,520	1,435	901

There are no statistics currently available on prosecutions attempted and convictions rendered, as this data is not routinely reported to the Fire Marshal's office by local government.

5) Law Enforcement Academy Bureau

The Montana Law Enforcement Academy was created by the legislature in 1959 to provide Montana law enforcement officers with additional training.

In 1972, the Montana Law Enforcement Academy was renamed the Law Enforcement Academy Bureau and placed under the Investigation, Communications and Identification Division of the Department of Justice pursuant to the Executive Reorganization Act of 1971.

The Academy is directed and supervised by a bureau chief and has an assistant chief and a police instructor. Three full-time secretaries and bookkeepers and a part-time clerk complete the administration staff.

There are 110 part-time instructors from federal, state, and local agencies, educational institutions, and the professional sector. A representative list of these resources is as follows:

Table B-6
Law Enforcement Academy Bureau
Part-Time Instructors

Federal Bureau of Investigation
Sheriff's Departments

Police Departments
Canadian Police Agencies
Bureau of Indian Affairs
National Auto Theft Bureau
State Supreme Court Justices
U.S. Treasury Department
Bureau of Narcotics and Dangerous Drugs
Law Enforcement Teletype System
Social Welfare Agencies
Ex-Offenders
State Highway Department
State Board of Health

Table B-6
Law Enforcement Academy Bureau
Part-Time Instructors
(continued)

District Judges	Fish and Game Department
Justices of the Peace	Montana State Prison
County Attorneys	Board of Livestock
Business Professionals	State Crime Laboratory
Press and Media Professionals	Montana Highway Patrol
Psychiatrists	State Fire Marshal
Pathologists	Board of Pardons
Montana State University	Campus Security Departments
University of Montana	Board of Crime Control
U. S. Forest Service	Internal Revenue Service

The facilities of the Academy are located on the campus of Montana State University in Bozeman. The dormitory in Colter Hall presently accommodates 50 students with staff office space and a student lounge adjacent to the dormitory rooms. The dining area, classrooms, and physical education facilities are nearby. The Academy's modern firing range, located east of Bozeman, has concrete firing lanes and positions, flood lights adjustable to various degrees of lighting, a classroom, a heated range house, and an adequate parking area. The recently acquired electronic target system has added a new dimension to the LEAB firearms program.

The Academy is the only centralized training center for law enforcement and other criminal justice personnel in Montana. It is also the major training facility for most individual law enforcement departments in the state.

During the past year, 25 schools were conducted over a period of 54 school weeks with 561 students attending.

Table B-7
L.E.A.B. Student Attendance Summary

Fiscal Year	Total Students
1970-71	408
1971-72	694
1972-73	704
1973-74	561

With the enactment of mandatory training requirements last year, a substantial increase in training workload is anticipated.

In a continuing effort to provide high quality training to law enforcement and other criminal justice personnel, a variety of training opportunities is provided. The following table of FY 73-74 schools gives evidence of such variety:

Table B-8
FY '73 -'74 L.E.A.B.
Schools and Attendance

SCHOOL	NUMBER ATTENDING
Automatic Pistol School	8
Justice of the Peace School	15
Basic School - 4 Sessions	123
Police Instructor School	24
Basic Arson Investigation	23
Accident Investigation	16
Advanced School - 4th Session	21
Burglary School	25
Legal Training School	29
Parole & Probation School	42
County Attorney Seminar	34
Classification of Fingerprints	8
Latent Fingerprints	12
Photography School	11
Montana Highway Patrol Recruit	14
Advanced School - 5th Session	25
Forest Service Law Enforcement	44
Firearms Instructors School	23
Fish & Game Recruit School	13
Child Molesters - Homicide	34
RT-1 Crime Scene Investigation	15
TOTAL	561

Another service provided to criminal justice personnel, to state and local government, and to citizen groups is a criminal justice film library and news bulletin.

The Academy has consistently added to and upgraded its film library. Fifteen films for community use are now available. In the past year, 15,060 members of the general public, plus civic groups and grade school, high school, and college students throughout the state viewed these films.

Seven new law enforcement training films were purchased and are used both in the Academy training program and for in-service training within law enforcement departments. A total of 1,505 trainees viewed these films during departmental in-service training last year.

The Law Enforcement Academy Bureau "Bulletin" is received by 1,935 persons consisting of Academy graduates, sheriffs, chiefs of police, coroners, probation and parole officers, justices of the peace, and other interested parties.

The "Bulletin" includes information about the services of the Academy , and graduate and personal items such as promotions, honors, retirements, and special achievements.

The Academy is financed principally from federal-action subgrants. Funding is used for tuition, per diem, and room and board of the attending students and for the operating and personal costs of the academy staff.

Table B-9
Program Cost Summary
FY '73-'74

EXPENDITURES	
Personnel	$68,065.00
Consultant Services	5,641.00
Travel (Including Student Room & Board)	89,169.00
Equipment	4,505.00
Operating Expenses	60,776.00
TOTAL EXPENDITURES	$ 228,156.00
REVENUE SOURCES	
Federal Funds	$ 200,000.00
State & Private Funds	28,156.00
TOTAL REVENUE	$ 228,156.00

As a special project, the Academy is collecting data regarding students to detect trends in law enforcement personnel background as well as areas of need in training, general education, procedures, and equipment.

Table B-10
Comparative
Montana Peace Officer Data

	FY1972	FY1973	FY1974
Total Students:	462	397	327
Average Age:	34yr 3mo	32 yr 2mo	32 yrs
Average length of service	5yr 6 mo	4 yr 8mo	5yr 3 mo
Average years Formal Education	12yr 4mo	12 yr 7mo	12yr 9mo
Average Hours Police Training	288	333	275
Most Common Academic Major	Police Science	Police Science	Police Sci.
Percentage with College Degree	2.5	9.3	19%
Percentage Agencies Providing Uniforms	65	69.4	74
Percentage Agencies Providing Vehicles	96.8	84.6	93

On August 14, 1974, an Advisory Council was appointed to assist in the operation of the Law Enforcement Academy Bureau. The 5 members of the council represent sheriffs, police, county attorneys, P.O.S.T., and the University system.

THE ATTORNEY GENERAL'S LAW ENFORCEMENT ADVISORY COUNCIL

In conjunction with the formation of the Investigation, Communications and Identification Division within the Department of Justice, a special advisory council was formed.

This council acts in an advisory capacity to the Attorney General in matters affecting federal, state, county, and city law enforcement agencies insofar as the Investigation, Communications and Identification Division is concerned.

The Board of Crime Control has authority and responsibility to administer the provisions of the Omnibus Crime Control and Safe Streets Act of 1968. The Board also was designated by executive order to be responsible for the development and operation of a Bureau of Criminal Statistics.

BUREAU OF RESEARCH AND DESIGN

The Bureau of Research and Design includes the Automated Data Processing Center and the Criminal Justice Data Center.

AUTOMATED DATA PROCESSING CENTER

The Automated Data Processing Center is responsible for the planning, development, and maintenance of automated criminal justice information systems. The current automated systems are the arrest register, offenses known to the police, juvenile court, and criminal justice mailing labels.

CRIMINAL JUSTICE DATA CENTER

The Criminal Justice Data Center staff is comprised of a supervisor, 2 statistics clerks, and 2 computer programmers.

Facilities for the criminal Justice Data Center are provided within the office complex of the Board of Crime Control in Helena.

Criminal Justice Data Center personnel utilize the centralized computer of the Department of Administration for key punching and summarizing criminal statistics.

Data is compiled from a monthly register of arrests and offenses known to police and submitted by 56 county sheriffs, 48 police departments, and 7 tribal police agencies plus the U.S. Immigration Service. Reports are compiled in the forms of crime analyses and crime projections.

In counties with small populations, the sheriffs maintain the jail facilities and all arrests are booked through the county jail, thus the few reporting police agencies.

Data is disseminated by means of a quarterly statistical report issued by the center and distributed to all law enforcement and interested criminal justice agencies in the state. Additionally, individual inquiries from the field are handled as needed.

A system of criminal statistics collection and tabulation has been developed in a five-module form: (1) monthly offenses known to the police; (2) monthly arrest register; (3) courts; (4) corrections; and, (5) probation and parole.

The offenses-known module was initiated in January, 1973. The arrest module has been operational for the past 4 years and is the initial stage of an offender-based-transaction-statistical system in which the offender's data through the entire criminal justice system is recorded.

The third module is the courts system. District court docket data has been accumulated since July, 1974, by which an eventual link can be made with the arrests and corrections module.

The fourth module, corrections, has also been operational as a manual system since 1971.

Probation and parole, the final module, is in the planning and development stage.

With the advent of a comprehensive data system concept it is anticipated that the Criminal Justice Data Center will be able to complete the offender-based-transaction system.

Completion of an offender-based-transaction system will permit the bureau to link up with a national offender-based transaction system and computerized-criminal-histories system currently being planned and developed from the project "SEARCH" model.

The only other agency collecting similar criminal justice information in Montana is the Federal Bureau of Investigation through the Uniform Crime Report system. Although some duplication occurs at the local level, the State of Montana derives more complete statewide reporting and collects more detailed information than does the FBI. The bureau also is able to relate the offense data among communities of comparable size.

Table B-11
Criminal Justice Data Center
Budget 1974

Personnel	$19,485.00
Consultant Services	-0-
Travel & Per Diem	2,313.00
Equipment Expense	2,940.00
Operating Expense	21,810.00
TOTAL	$46,548.00

The Department of Livestock is supervised by the Board of Livestock, comprised of 6 members appointed by the Governor. From this membership the Governor also appoints the board chairman.

The department operates 2 divisions, the Animal Health Division and the Brands-Enforcement Division.

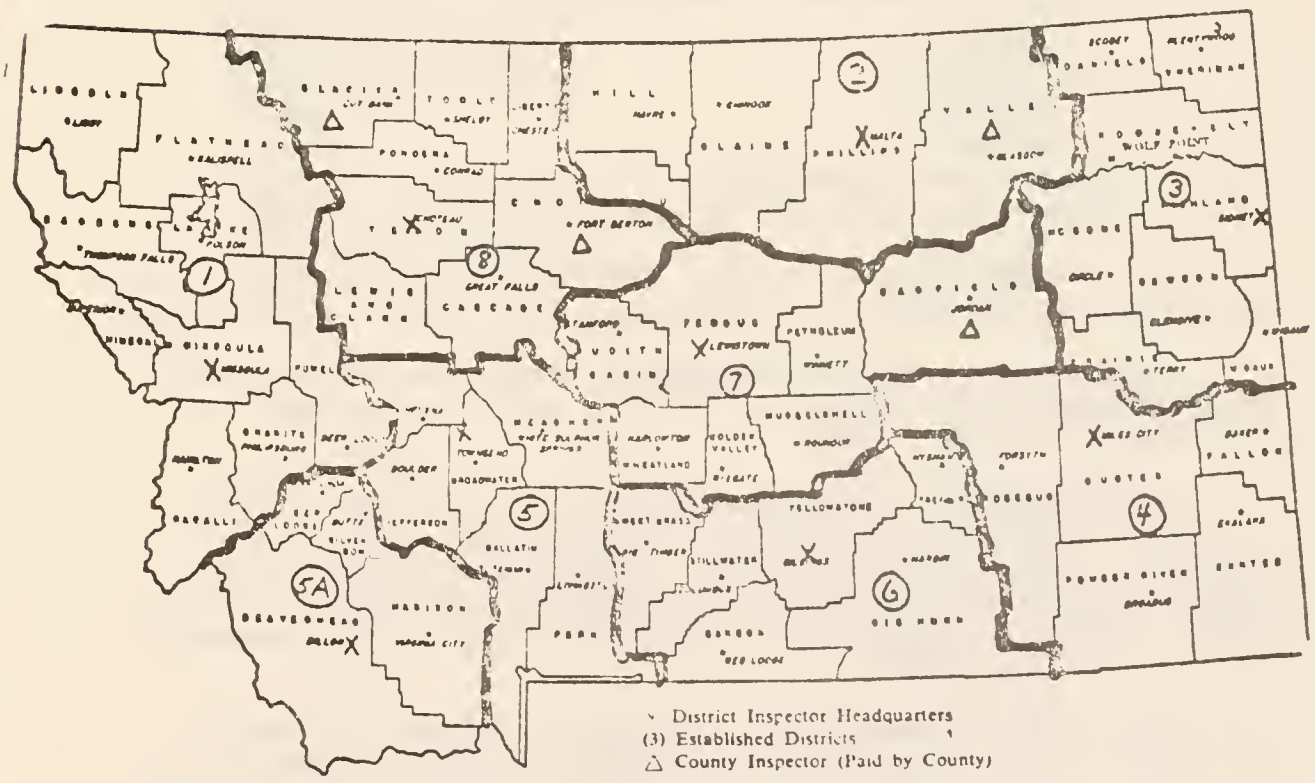
BRANDS-ENFORCEMENT DIVISION

The division administrator and staff of 8 are located in the Livestock Building in Helena. The primary function of the office is the collection and maintenance of records and the coordination and supervision of field activities.

In the field there are 10 field stock inspectors and 43 market inspectors operating in 9 Field Districts, as shown in Illustration B-8 .

Illustration
B-8

Montana Livestock Commission Field Districts



The Brands-Enforcement Division records all brands and transfers of livestock throughout the state and in surrounding states.

Inspectors are responsible for the investigation of all lost and/or stolen livestock. Regular inspections are made of proper brands at all sales, of cattle transported over county and state lines, of the sale of estray livestock or mortgaged cattle.

All field stock inspectors receive specialized training in brand inspection and cattle movement inspection plus basic law enforcement training.

Table B-12
Brand Enforcement Division
Activities Summary
and Comparison

	FY 1974
Market Inspections	
Cattle	1,109,987
Horses	15,530
Shipping Point Inspections	
Information not available	
Livestock Returned to Owner	
Cattle	888
Horses	47
Lost or Stolen	
Cattle	870
Horses	47
Felony Cases Investigated	87
Misdemeanor Cases Investigated	34

Data on convictions is not available on a statewide basis and must be recovered from the records of local jurisdictions.

Inspectors generally coordinate their activities and investigations with county sheriffs, county attorneys, and the Highway Patrol Bureau.

In cooperation with the Highway Patrol Bureau, a new livestock inspection report form has been devised by the division. The use of this form will enable the patrol to make a complete inspection of transported livestock. This mutual effort is expected to reduce the increasing number of illegally transported livestock.

Livestock inspectors are equipped with mobile radios mounted in their own personal vehicles and have access to portable, personal radios when investigations require them.

Presently the division has 21 mobile radios, 3 portable radios, a helicopter, and various other law enforcement equipment.

Table B-13
Livestock Inspection & Control
Program Cost Summary
FY 1973-74

	FY 1973
Expenditures by Category:	
Personal Services	$517,088
Operating Expenses	179,190
Equipment	2,389
Grants and Benefits	-0-
	$698,667
Sources of Funding:	
Livestock Board	$698,667
Livestock Sanitary Board	-0-
Stock Estray	-0-
	$698,667

	FY 1974
Expenditures by Category:	
Personal Services	$586,236
Operating Expense	196,963
Equipment	5,632
	$788,831
Sources of Funding:	
Livestock Commission E.R.A.	$762,626
Fed. & Private Revenue Fund	26,205
	$788,831

The Department of Fish and Game is supervised by a commission of 5 members, all appointed by the Governor. The Governor also appoints the chairman of the commission and the Director of the department.

The Law Enforcement Division, headed by an administrator, maintains general headquarters in Helena and 7 regional offices. The organization of the division is shown in Illustration B-9 .

Each enforcement unit in the seven districts is directed by a warden captain, who supervises sergeants and wardens in his command.

Currently there are 82 uniformed warden officers, all equipped with sedans, pick-up trucks, or suburbans. All vehicles are equipped with mobile radios. In addition to land vehicles, the Department operates 4 fixed-wing aircraft and one helicopter.

State Fish and Game wardens are designated as peace officers by statute. Besides enforcing fish and game laws, they have specific authority to enforce snowmobile laws, boating laws, parks laws, and litter laws, and to deal with vandalism of private property.

Many game wardens have been appointed deputy sheriffs in the counties they are stationed in, and they assist the sheriffs in performing law enforcement functions within the counties. In 1974, game wardens assisted local law enforcement agencies in 721 cases. Part of their training is in specialized schools at the Law Enforcement Academy in Bozeman.

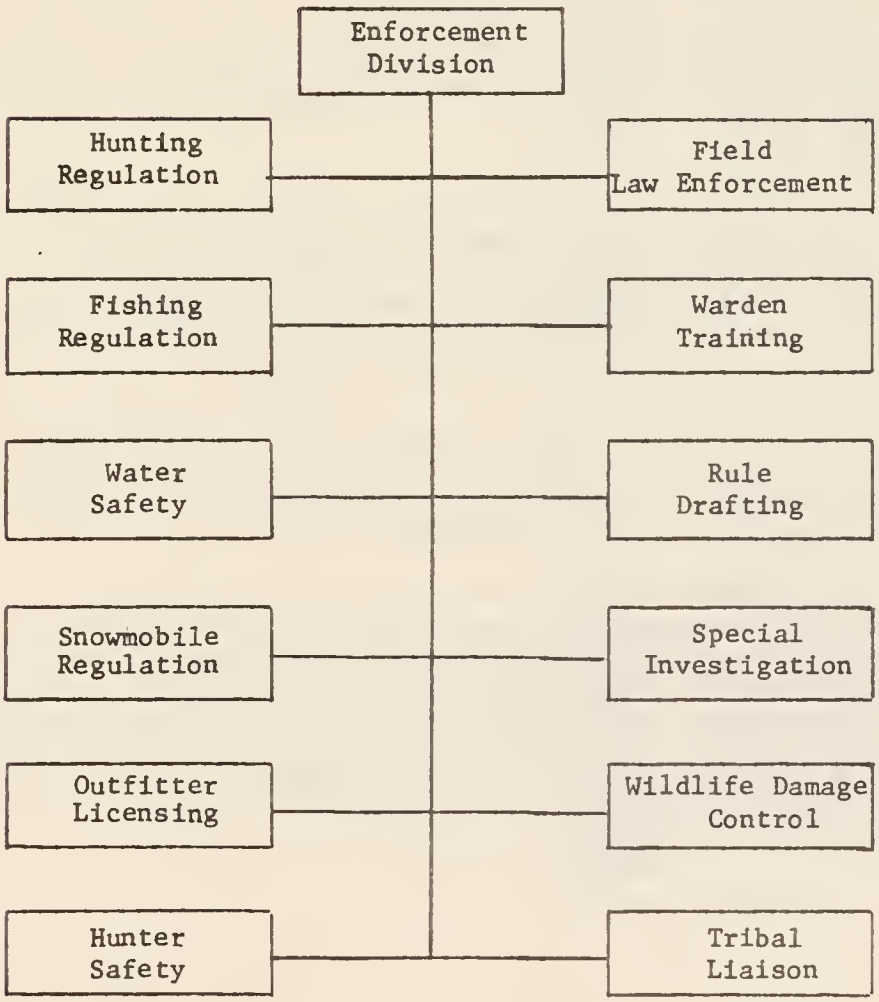
Table B-14
Fish and Game Enforcement Division

	FY 1973	FY 1974
Creel Checks	43,974	40,586
Game Bag Checks	29,318	39,084
Notice to Appear and Complaint Forms Issued	3,357	3,614
Courtesy Citations Issued	992	876
TOTAL LICENSES SOLD	1,138,280	1,171,863

Table B-15
Fish and Game Enforcement Division

	FY 1974
Personal Services	$1,159,753
Operations	455,098
Equipment	59,827
Capital Outlay	-0-
	$1,674,678
Earmarked Revenue	$1,611,968
Federal & Private Revenue	62,710
TOTAL	$1,674,678

Illustration B-9
Fish & Game Department Organization



PEACE OFFICERS STANDARDS AND TRAINING (P.O.S.T.)

A Peace Officers Standards and Training Task Force was organized in 1969 to assess the qualifications, selection, training, and development of law enforcement personnel in the state and to draft an appropriate legislative bill providing for the upgrading and general development of law enforcement personnel.

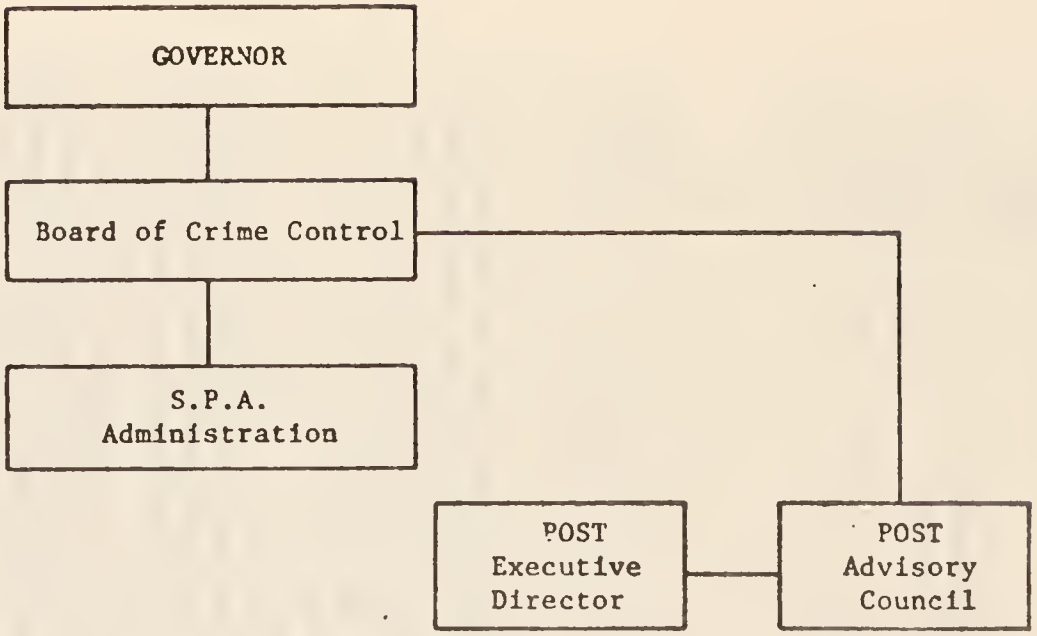
This Task Force conducted a statewide survey to assess the level of law enforcement training and to identify personnel characteristics of Montana peace officers, and submitted a minimum standards bill to the legislature in 1971. The legislature amended it considerably but its provisions were unacceptable to law enforcement, so it was vetoed by the Governor.

In September, 1972, the Governor issued an executive order creating the Peace Officers Standards and Training Advisory Council under the Board of Crime Control. An 11-member council was appointed with representation by a sheriff, a deputy sheriff, a police officer, a chief of police, the director of the Montana Law Enforcement Academy, a college educator, a police science college professor, a major, a county commissioner, a training officer of the Fish and Game Department, and the assistant chief of the Highway Patrol. This action was taken as a result of recommendations made by the POST Task Force.

In February, 1973, the Governor signed bills authorizing the Board of Crime Control to set minimum standards and requiring police officers and deputy sheriffs hired after July 1, 1973, to meet the minimum employment standards established by the Board of Crime Control. Illustration B-10 shows the organization and functions of the P.O.S.T. Council.

The objective of the POST program is to create and maintain a career development program for peace officers by establishing minimum standards for employment, training, education, procedures, and equipment.

The Board promulgated rules and regulations which established minimum selection standards for all peace officers in the state, and adopted certification standards based on training, education, and experience for the basic, intermediate, and advanced certificates. The Board adopted requirements for instructors and training school certificates. An example of the standards set by the POST Council in 1974 is shown in Table B-16.



ACADEMY PROGRAMS	PERSONNEL STANDARDS	SCHOOL CERTIFICATION	SERVICES
MLEA Curriculum Design Basic Training Intermediate Training Advanced Training Supervisory Training Command Training Administrative Training Instructor Training	Employment, Recruiting & Career Counseling Certification, Training & Employment Records for 1600 peace officers. Standards Compliance	Certification of courses, schools and instructors.	Surveys Policy & Guideline Development

Illustration B-10
POST Organization

Table B-16
The Basic Course

Requirement (effective January 1, 1975)

Successful completion of 280 hours of instruction in the following minimum prescribed subject areas at a certified training school:

Curriculum	Hours
I. Introduction to Law Enforcement	3
II. Criminal Law	37
III. Criminal Evidence	20
IV. Criminal Investigation	60
V. Patrol Procedures	70
VI. Traffic	8
VII. Juvenile Procedures	2
VIII. Firearms	45
IX. First Aid	16
X. Written Examinations	7
TOTAL	280

The Board adopted a Law Enforcement Code of Ethics; signed affirmation of the code is a requirement for certification. The Board also developed a 200 (originally) hour basic training curriculum as a requirement for all newly appointed peace officers, as well as training curricula for the intermediate and advanced courses.

The POST Advisory Council developed forms to be used in the selection of peace officers and instituted a cooperative arrangement with the Montana Employment Service for administering written tests to all law enforcement applicants.

A training survey pointed out the need for trained police instructors. As a result, the POST Advisory Council funded an instructor's course at the Montana Law Enforcement Academy, taught by Northwestern University Traffic Institute instructors. Twenty-two peace officers graduated from the 2-week course.

The POST Advisory Council received requests from sheriffs and chiefs of police to study the mushrooming problem of private security police. Montana has no statutes regulating this industry. The study was made and the executive director submitted a report with recommendations to assist the Attorney General in drafting appropriate legislation regulating the private security industry and its personnel.

The Advisory Council received similar requests concerning the regulation of private and public polygraph operators following reports that untrained and unqualified private polygraph operators were abusing the public. Montana does not provide for the regulation of this function in either the private or public areas. A bill has been submitted to the legislature to regulate operators.

The Council also addressed the problem of police agencies of some third and fourth class cities which are not included in the Montana Metropolitan Police Act, and drafted legislation providing for a civil service type system with retirement benefits for all police officers. The Council believes that all sworn peace officers should be part of a civil service system that insures the officers' job security against unfair hiring and dismissal practices.

In 1973 the POST Council inaugurated a video cassette training program for local peace officers. Video cassette players were stationed in each region of the state with a trained instructor (all graduates of the POST Instructor's Course at MLEA). The video tapes are shipped around the state. The demand has been so great that another set has been budgeted. Over 160 officers have received initial training or in-service training through this program. The Council plans to expand the program by adding appropriate video tapes to cover additional subject areas.

During 1974, the Council spent considerable time rewriting the standards regulations. It increased the Basic Course requirement to 280 hours of training (as shown in Table B-16). The Intermediate Course was changed to increase the expertise of local peace officers in the area of investigations. The Advanced Course was changed to give the officers a broad overview of law enforcement and introduce them to innovations in techniques and procedures. The Council also tightened the regulations governing the operation of training schools and the certification of instructors. The new regulations will become effective January 1, 1975.

As of August 1, 1974, 422 peace officers received the Basic Certificate, 30 the Intermediate Certificate, 9 the Advanced Certificate, and 67 have been certified as Instructors. Two schools have been certified for the temporary certificate and 5 schools for the continuing certificate.

The POST Director has assisted the administrator of the Department of Professional and Occupational Licensing in drafting regulations to assist in fulfilling the require-

ments of the law. The POST Council also sponsored a bill which passed allowing highway patrolmen and police officers to be covered by Social Security.

Currently the Council is designing supervisory, command, and administrative courses to meet the needs of local law enforcement agencies. In 1975, the Montana Law Enforcement Academy will schedule these courses either at the Academy or at specialized regional training sites.

In 1975, the POST Council will study various delivery systems for training so that both the one-man and the larger agencies can receive training, particularly in-service, without seriously affecting their manpower.

COUNTY AGENCIES

County Sheriffs

The sheriffs of Montana are the primary law enforcement officers of their respective counties. With the state's sparse and scattered population, the office assumes an importance in the overall law enforcement picture not found in many other areas of the country.

State law provides that each county (56) shall have as one of its elected officers a sheriff who by statute is directed to:

(1) Preserve the peace.
(2) Arrest all persons who attempt to commit or have committed a public offense and take same before the nearest magistrate for examination.
(3) Prevent and suppress all affrays, breaches of the peace, riots, and insurrections which come to his knowledge.
(4) Attend all courts, with the exception of justice of the peace and police courts, at their respective terms of sessions, held within the county and obey their orders and directions.
(5) Furnish bailiff for all district courts.
(6) Command the aid of as many male inhabitants of the county as he may think necessary in the execution of his duties.
(7) Supervise the county jail and the prisoners therein.

The organizational structure of the various sheriffs' departments vary somewhat according to department size but generally include in addition to the sheriff himself, an undersheriff (in the case of a few departments, a chief deputy), deputy sheriffs, and civilian office personnel. Illustrations B-11 and B-12 show the organization of a large and small department respectively.

Facilities (administrative, operational, and custodial), range from ancient to simply old. Typically housed in or around county court houses and/or county jails, sheriffs operate under lean budgets at best and out of pocket at worst.

Statewide, the sheriffs' departments operate 255 vehicles with which they must patrol 147,138 square miles. The area contains 750,000 citizens. The roads traversed total 78,488 miles, of which 12,448 miles are improved and 66,040 miles unimproved.

The statutory duties mentioned previously make up the following time percentages:

Table B-17
Average Activities Summary
Sheriff's Departments Statewide

Activity	Percentage Time
Patrol	39.6%
Traffic	6.8%
Criminal Investigation	33.8%
Administration	14.1%
Civil Process & Livestock Inspection	7.7%

The charts of illustrations B-13 and B-14 show the total of felony and misdemeanor arrests made by sheriffs in 1972.

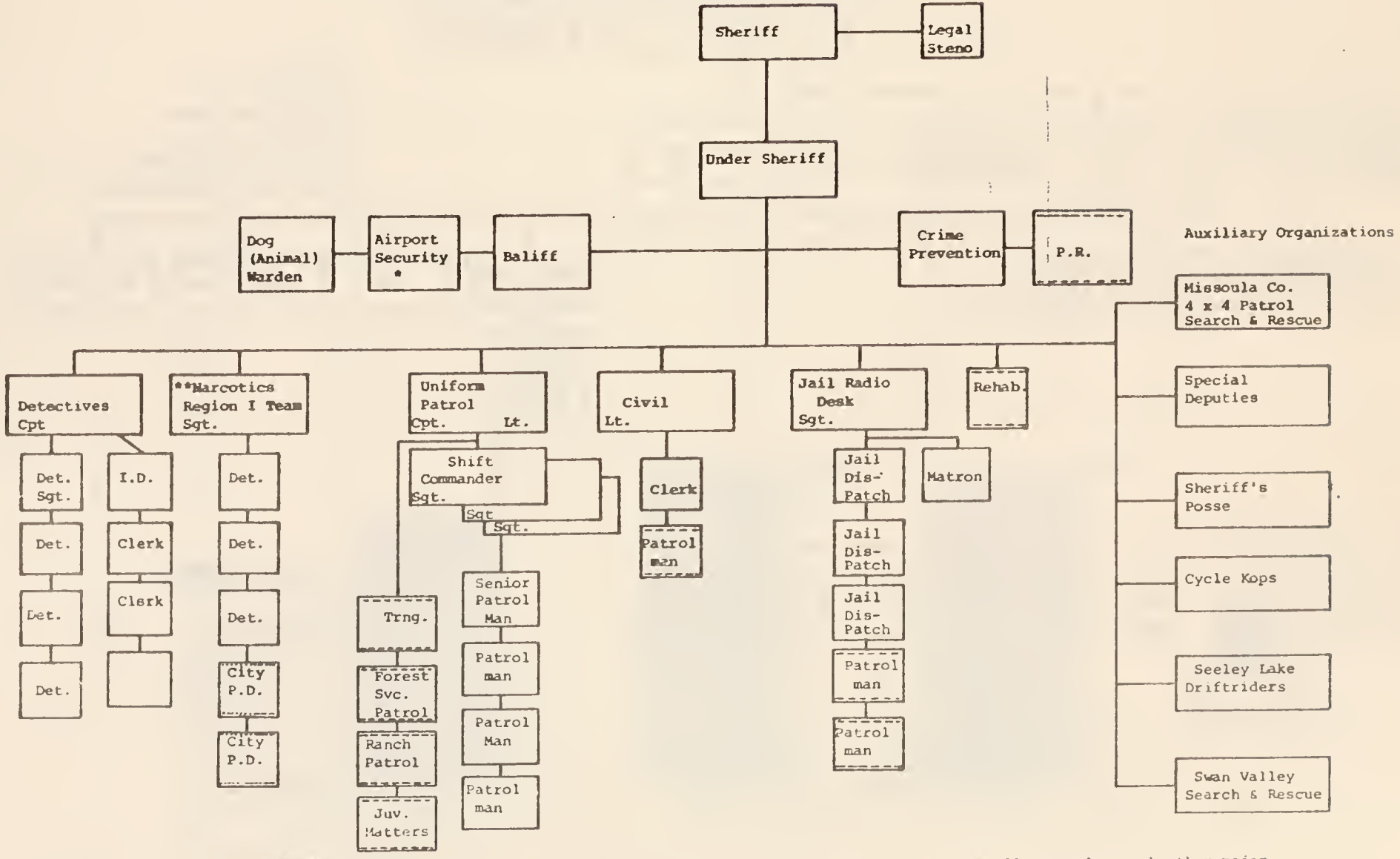
Additional activities include:

(1) Livestock brand and hide inspections plus slaughter beef stamp certification;
(2) Humane officer duties;
(3) Rural fire warden;
(4) Incarceration, care, welfare, hearings and transporting of the adjudicated insane;
(5) Prison furlough and work-release program management and supervision;
(6) Search and rescue operations;
(7) Fish and Game law enforcement;
(8) Patrol and protection of public lands; and,
(9) Transporting prisoners both within and out-of-state

The service of process, executions, and other civil papers is another major function of the sheriff's office requiring many man hours. In some jurisdictions where the civil process duties are large, manpower which should be used in law enforcement is diverted to time-consuming civil functions, which causes workload imbalances for the department.

To illustrate this, a typical small (6 sworn officers including the sheriff) sheriff's department is presented in terms of civil process activity.

Illustration B-11
Missoula County Sheriff's Office



* Indicates technical Supervision & Training

Indicates Part-time or additional duty

Indicates as needed basis or provided by other agencies

** Term Officers also work other major felonies and vice cases + throughout state

Illustration B-12
Ravalli County Sheriff's Office

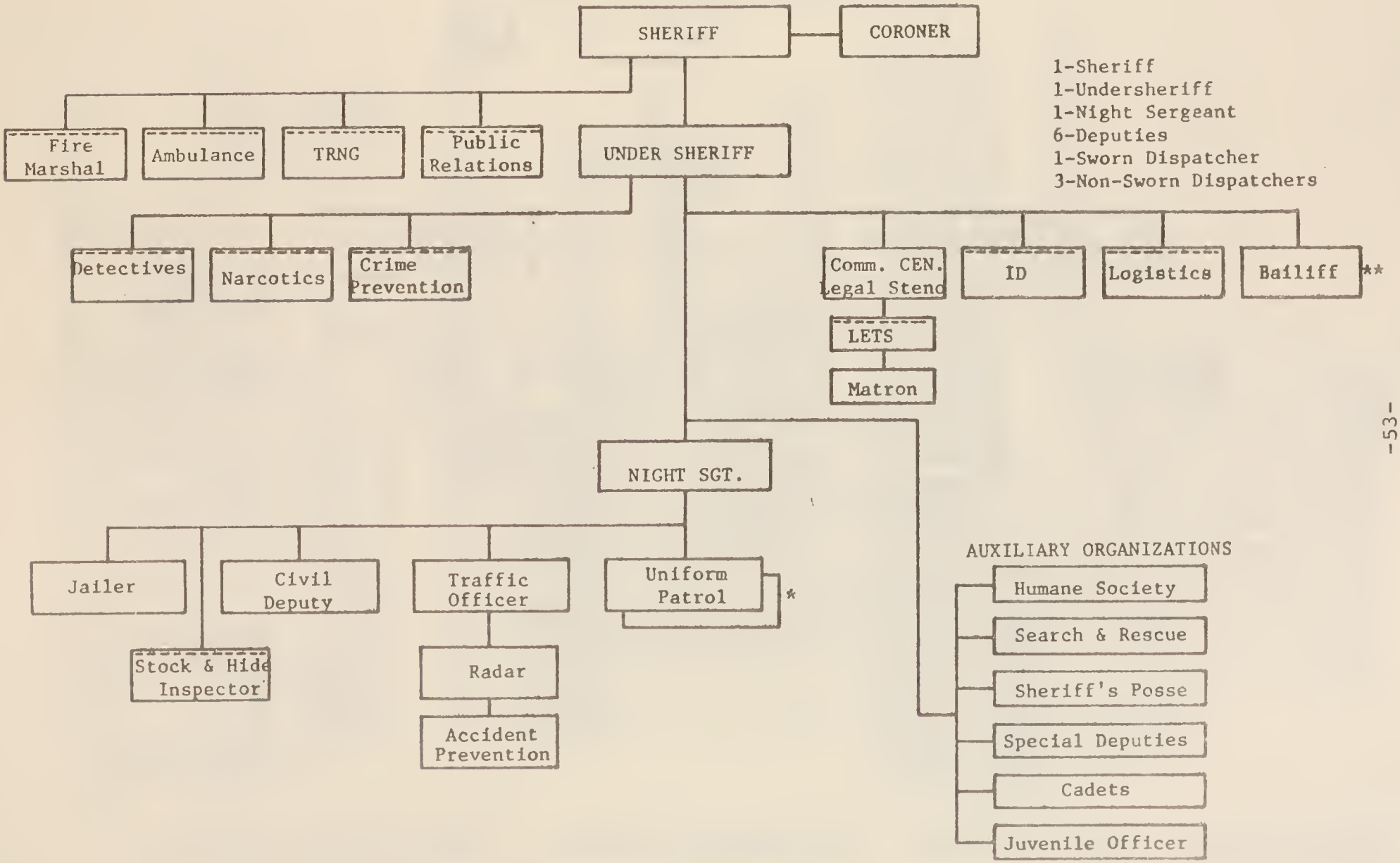


ILLUSTRATION B-13
Comparison of Felony Arrests by Sheriffs
to Total Felony Arrests in Montana

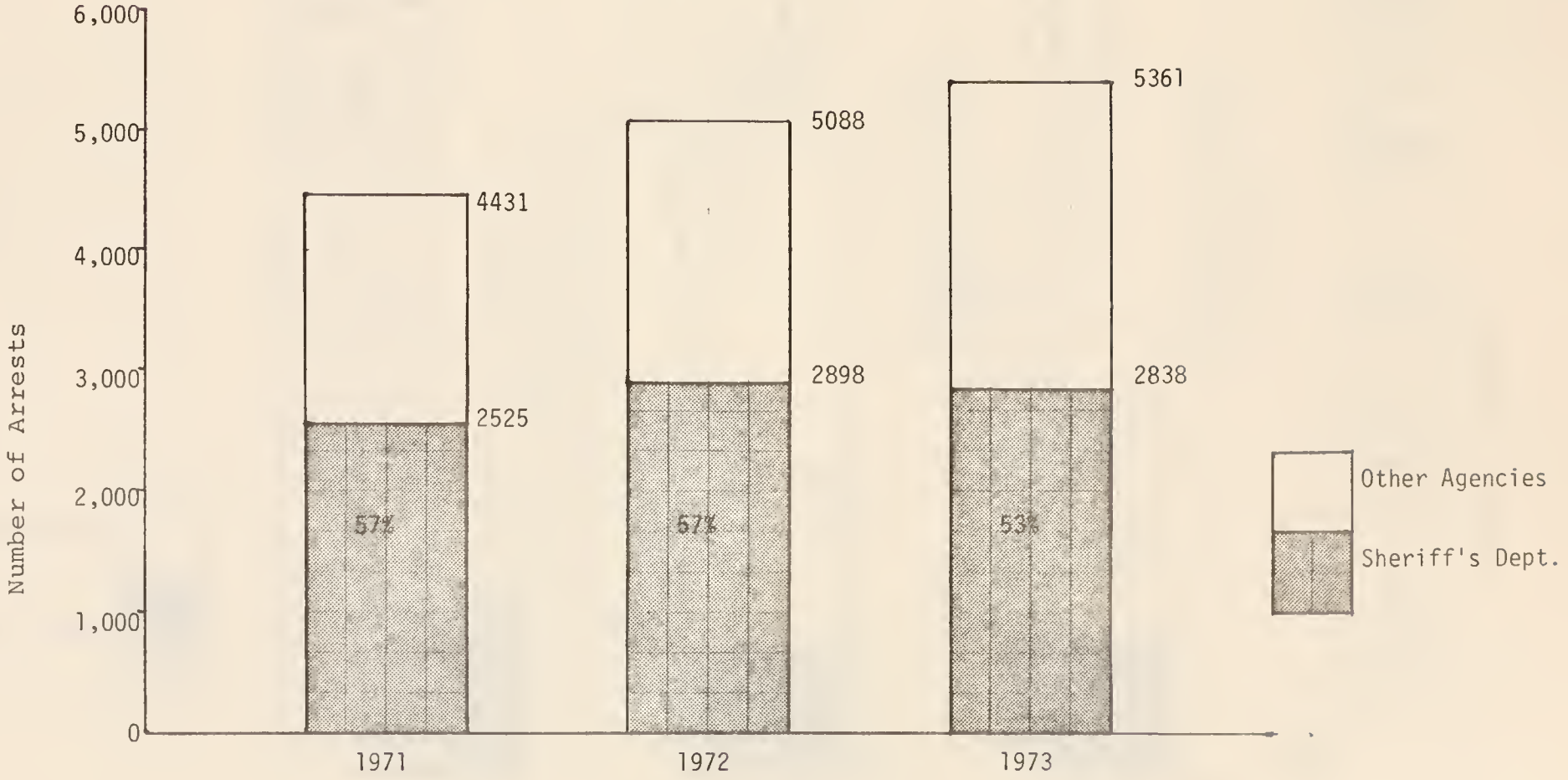
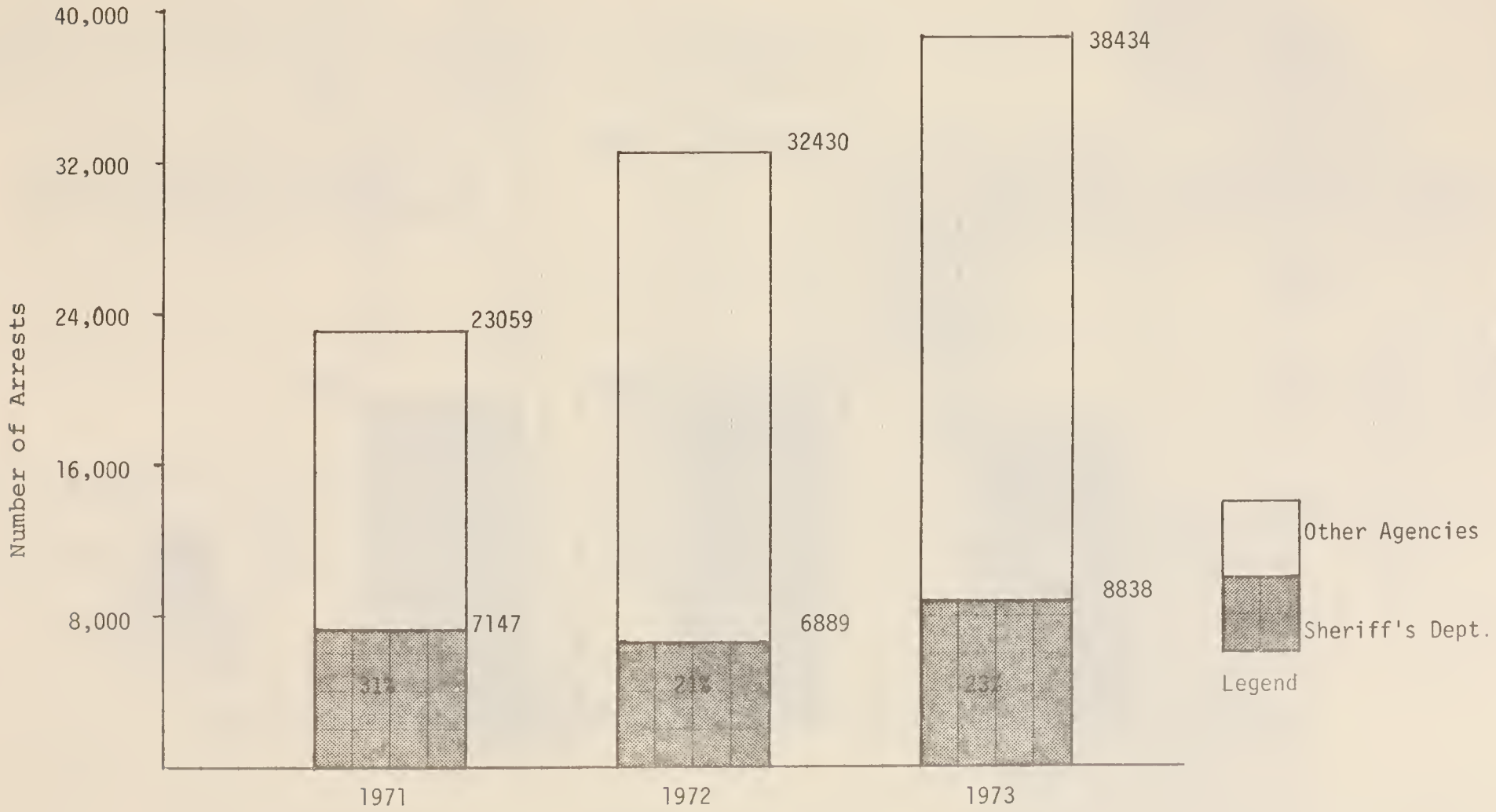


ILLUSTRATION B-14
Comparison of Misdemeanor Arrests by Sheriffs
to Total Misdemeanor Arrests in Montana



There were 597 civil papers served in 1972, 83 more than in the record year of 1971, when 514 were served. There are one or more persons served in each set of papers and the highest number of persons served in any one set was 41.

Table B-18
Yearly Comparison
Of Civil Processes
Served By Sheriff

	1970	1971	1972
Civil Processes Served	330	514	597

The manpower available to perform these activities in the 56 counties is indicated below.

Table B-19
Sheriff's Department
Manpower Statewide

Sworn	427
Non-Sworn	164
Special Deputies	428
Posse Members	281
Search & Rescue	1,153
Other Civilian Personnel	95

Communications equipment utilized by all sheriff's departments is:

15 Console Base Radios
352 Mobile Radios
133 Portable Radios
2 Repeaters
29 Teletypewriters (ASR 33 & 35)

On a cooperative basis, sheriff's personnel work closely with police departments within their county jurisdictions with various state agencies such as the Fish and Game Department, the Highway Patrol, the Department of Livestock, the Fire Marshal's Bureau, the Investigation, Communications and Identification Division of the Department of Justice, and federal agencies requesting their aid and assistance.

Development and maintenance of professional skills and competence are accomplished through training at the Law Enforcement Academy in Bozeman. In a few instances, an active in-service training program is available within the department. Out-of-state schools, particularly in speciality areas such as narcotics, juvenile delinquency, photography, polygraph, etc., are available through federal funding.

The average sheriff and his deputies have had approximately 250 hours of law enforcement training. This average increases each year because of added training opportunities both in and out of state.

Costs of operating all of the sheriffs' departments in the state is estimated at $4,000,000 plus per year and is increasing steadily.

Table B-20
Missoula County Sheriff's Department
Budget 1974

Personnel	394,806
Administrative Costs:	
Communications	14,196
Staff training	2,338
Uniform Allowance	5,880
Other Administrative Costs	3,504
Investigative Costs:	
I.D. Photo & Laboratory Costs	854
Other Investigative Costs	759
Jail Operating Costs:	
Food Service Costs	11,041
Medical Care - prisoners	6,331
Operating Supplies & Repairs	2,259
Clothing & Bedding Costs	1,032
Vehicle Operations	38,635
Other Operating Costs	2,513
TOTAL OPERATING BUDGET	484,148

CITY AGENCIES

Police

Currently there are 125 incorporated cities and towns in the state, of which 93 maintain an organized police department headed by a chief of police.

According to the latest census (1970) these 93 cities and towns have a combined population of 396,550, representing 55% of the state's total population.

This population is policed by 580 sworn officers at a 1.46:1 ratio of sworn officers to 1,000 population. These officers have jurisdiction over 247,938 miles of municipal roads.

Supportive civilian (non-sworn) personnel number 52 and represent 8.6% of the total work force.

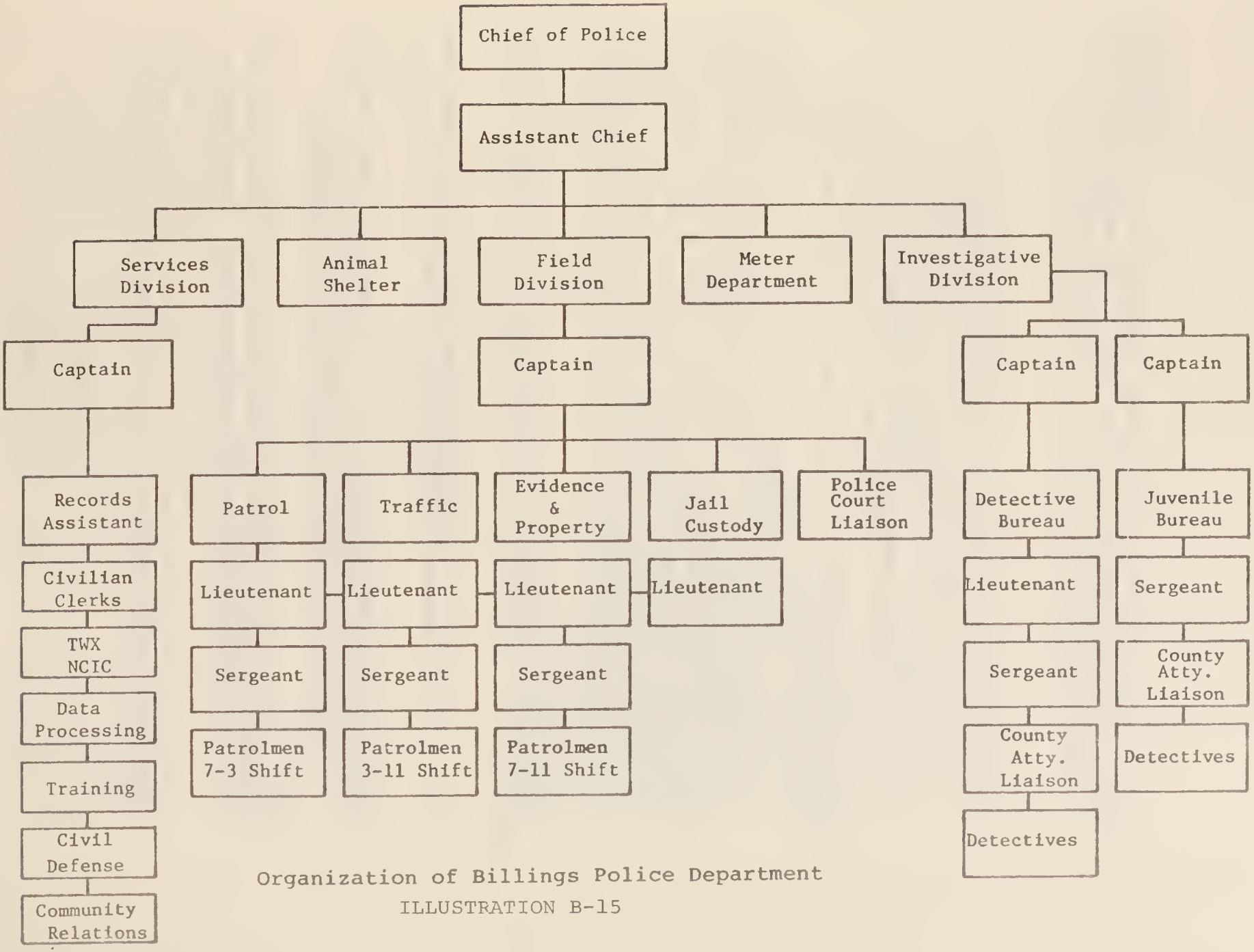
In many incorporated cities and towns without an organized police department, a deputy sheriff is assigned to the community to furnish some local law enforcement.

Police departments of first, second, and those third class cities that elect to do so are regulated by the Metropolitan Police Act, a civil service type system that establishes a three-man police commission appointed by the mayor or city manager, who has the authority to appoint officers to the police force and to exercise supervision over the department. In those cities and towns not included under the Metropolitan Police Act, the mayor or city manager has full authority to discharge law enforcement officers with or without cause.

A police commission has multiple functions which include:

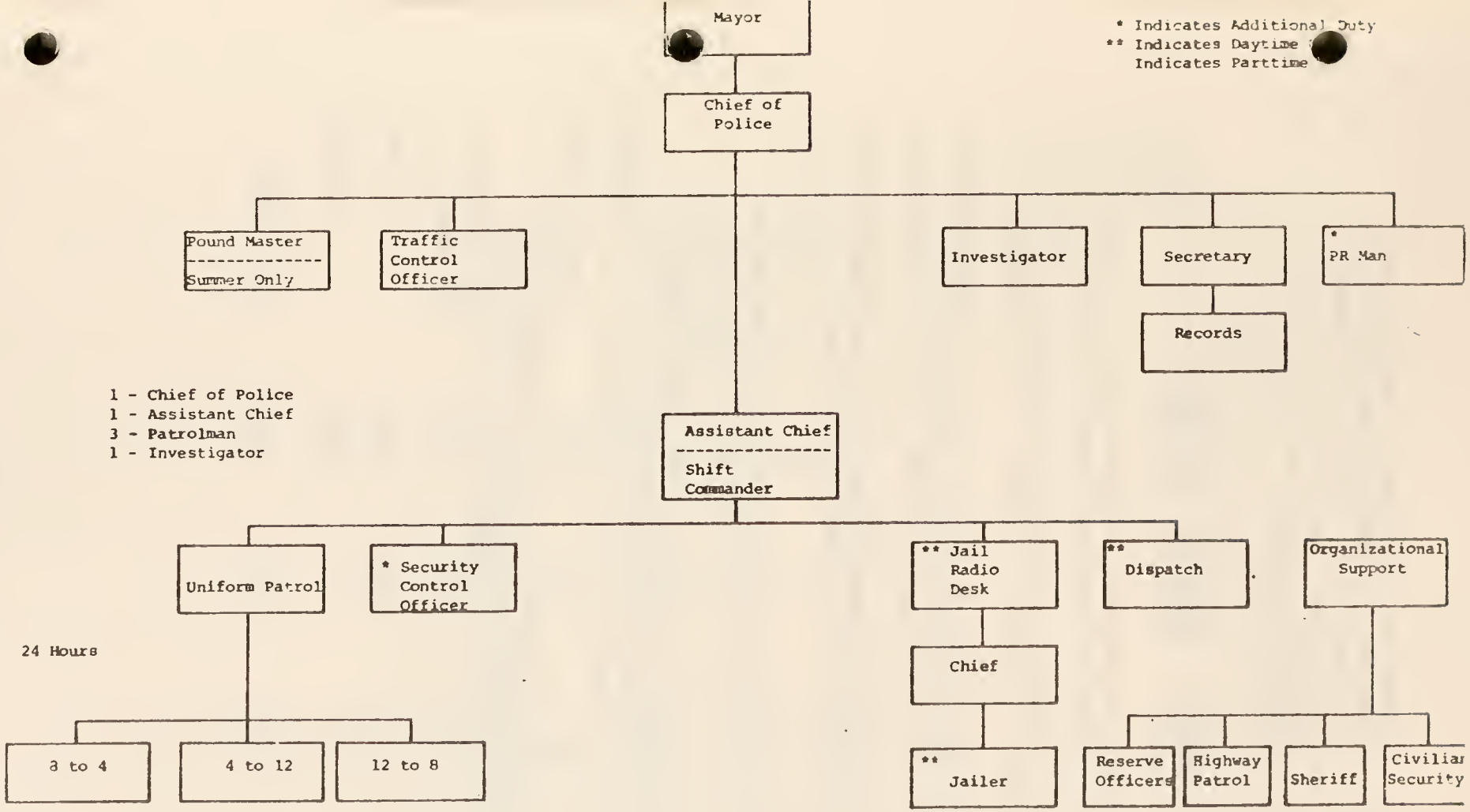
(1) Certifying police applicants
(2) Holding hearings regarding formal charges lodged against police personnel
(3) Examining police officer applicants as to their legal, mental, moral, and physical qualifications
(4) Referring applicants to the mayor or city manager for final approval

The typical police organization is directed and supervised by a chief of police. Illustrations B-15 and B-16 show the organization of a large and small department respectively. State police departments range in size from 1 to 101 sworn officers.



Organization of Billings Police Department

ILLUSTRATION B-15



Organization of Hamilton Police Department

ILLUSTRATION B-16

Activities vary in quantity and types of service but include the following elements: prevention and detection of criminal activity; apprehension of criminal offenders; participation in court proceedings; protection of constitutional guarantees; assistance to those who cannot care for themselves or who are in danger of physical harm, control of traffic; resolution of conflicts among family, friends, and neighbors; creation and maintenance of a feeling of security in the community; promotion and preservation of civil order.

The Billings Police Department received 108,458 phone-calls in 1973 for an average of one call every 5 minutes.

There were 32,375 reported incidents in Billings in 1973, compared to 28,584 incidents in 1972 (13% increase).

Billings patrol cars traveled 626,734 miles and the motorcycles patrolled 40,739 miles, for a total of 667,473 miles, an increase of 43,204 miles over the previous year.

Billings police officers investigated 2,570 accidents and issued 6,789 citations; 27 Billings officers were injured while on duty in 1973.

Fines in Billings police court amounted to $168,983 in traffic cases and $36,259 in non-traffic fines.

A special business burglary prevention team inspected any Billings city businesses requesting assistance in helping make their establishments less vulnerable to burglars. A total of 172 hours was devoted to the inspection of 86 businesses.

The classification and number of crimes reported and investigated by the department are enumerated in the chart on the following page, REPORTED OFFENSES - 1973. (Table B-21)

TABLE B-21

REPORTED OFFENSES - 1973

OFFENSE	NO. OF OFFENSES	CLEARED BY ARREST	JUVENILES INVOLVED	% CLEARED BY ARREST	% CLEARED BY JUVENILE ARREST
Homicide	4	4		100.0%	
Manslaughter	2	2		100.0%	
Forcible Rape	9	3		33.3%	
Attempted Rape	8	2		25.0%	
Armed Robbery	33	5	2	15.2%	6.1%
Strong-Arm Robbery	29	5	1	17.2%	3.4%
Assault-Gun	23	17		73.9%	
-Cutting Inst.	33	13		39.4%	
-Hands, fists, feet, etc.	35	13	1	37.1%	2.9%
-Other Weapon	12	3		25.0%	
-Non-Aggravated	92	36	4	39.1%	4.3%
Sub-Total	280	103	8	36.8%	2.9%
Burglary-Force	584	77	54	13.2%	9.2%
-No Force	371	35	20	9.4%	5.4%
-Att. Force	75	3	2	4.0%	2.7%
Larceny-Over $50	1,641	104	27	6.3%	1.6%
-Under $50	1,763	541	273	30.7%	15.5%
Auto Theft	255	27	14	10.6%	5.5%
Sub-Total	4,689	787	390	16.8%	8.3%
GRAND TOTAL	4,969	890	398	17.9%	8.0%

The following examination of a typical small police department (6 sworn officers) in Hamilton, Montana, illustrates activity and time utilization characteristics.

Table B-22
Small Department Time Utilization & Duties

Arrest

a. field investigation
b. contact with subject
  1) traffic stop or field contact
c. interviews and interrogation
d. arrest of subject

MINIMUM TIME CONSUMED: 30 MINUTES

Booking

a. prisoner transport to jail
b. complete booking documents
c. subject phonecalls
d. contact judge for bonding
e. incarceration of subject

MINIMUM TIME CONSUMED: 60 MINUTES

Court

a. courts
b. court standby during session
c. final disposition

MINIMUM TIME CONSUMED: 2 HOURS

Reports

a. investigation reports
b. booking forms
c. interviews and statements
d. citations
e. record keeping and filing

MINIMUM TIME CONSUMED: 2 HOURS

The minimum time consumed on a fairly uncomplicated arrest is 5½ hours and on a more complex arrest, 5½ to 9 hours.

Table B-23
Investigations by Small Department
Summary of Investigations
Hamilton City Police Department
July 1, 1973 to June 31, 1974

Offense	Cleared	Total
Vandalism	10	51
Prowlers	6	15
Arson	0	1
Disturbance	32	81
Accidents	153	185
Grand Larceny	2	8
Petty Larceny	33	94
Animal Nuisance	14	18
Drugs	3	4

Table B-23
(continued)

Offense	Cleared	Total
Burglary	1	16
Malicious Mischief	21	28
Auto Theft	2	2
Public Drunk	16	16
Traffic Offenses	308	308
Sex Offenses	1	1
Death	5	5
Attempted Suicide	1	1
Runaway	9	9
Assault	7	8
Destruction of Property	6	7
Dog Poisoning	0	6
Miscellaneous	106	147

"Miscellaneous" includes various juvenile cases, possible breaking and entering with no theft involved, lost items, false or unfounded reports, matters found to be civil, gambling incidents, etc.

If the rate of solved vs. unsolved were listed on a monthly basis, it would fluctuate as to whether there was a regular investigator on shift. Due to duty factors this is not always possible. Although the shifts are rather limited with routine and daily problems at the top of the list, the percentage of completed/solved investigations is gradually rising.

The listed activities do not include traffic control, which is a steady problem, public-community relations, phone-calls, door checks, routine checks, assistance to other agencies, routine-preventive patrol, indirect supervision of school activities, ambulance and funeral escorts, delivery of various notices, civil problems, etc. All these require constant activity by the Hamilton Police Department.

Table B-24

Statewide Police Activities Summary
Average Time Spent on Activities

Activity	Percentage Time
Patrolling, preserving the peace, domestic disturbances	30.1%
Traffic and accident investigation	13.0%
Criminal Investigation	13.6%
Court Services	6.5%
Report Preparation	10.1%
Administration	9.2%
Community Relations	1.7%
Other	15.8%

The facilities provided for law enforcement departments are minimal in the majority of jurisdiction.

Operating budgets are the classical "day late and a dollar short" variety.

Statewide, the estimated budget expenditures of the 50 police departments for the past year 1974 was $5,771,389.

CONSTABLES

Although all townships in the state are required by law to have two constables, there are currently 32 constables in Montana. Jurisdiction is limited to the county in which the township is located. Constables attend justice of the peace courts, and execute and serve all processes and notices directed or delivered to them by the J.P. They are given the same law enforcement powers as the sheriffs, and are a secondary source of law enforcement within the county.

In smaller unincorporated towns having neither a sheriff immediately present or a police department, the constable is often the only law enforcement officer available. In more heavily populated areas which have both police departments and well-staffed sheriffs' offices, the constable's role in law enforcement is minimal.

No information is available concerning constables' resources and facilities.

TOWN MARSHAL

The town marshal has almost ceased to exist in the law enforcement structure of this state. Historically, the town marshal was often the only bona-fide peace officer available in small towns. Today he has been replaced by a chief of police who acts alone or with one or two additional part-time or full-time officers.

The few active town marshals work mostly as nighttime fire warchers and door shakers. Most are unsworn and unarmed.

The sworn town marshals are sworn as special deputy sheriffs and work as a secondary source for sheriffs' departments. These people work out of their homes and utilize the resources of the sheriffs' departments for jail facilities, communications, records, etc. There are fewer than 5 sworn town marshals and fewer than 15 non-sworn town marshals presently active. They are paid out of the town funds.

Indian Reservations

Montana has within its boundaries seven Indian reservations covering 13,042.8 square miles or 8.8% of its total area, and including 36,443 Indians or 5.2% of the total state population. The following map, Illustration B-17, shows reservation locations. Tribal enrollees migrate to and from each of these reservations and many maintain their tribal status while not actually living on the reservations. Montana's Indian population ranks sixth among the states.

All of the tribes have experienced rather spectacular population increases in recent years. As a result of an ennual growth rate of about 1.5%, nearly 60% of Montana's Indians are 25 years of age or under, with the median age estimated to be 22.5 years.

Each of the 7 Indian reservations has a governing body legally constituted as a local unit of government. Though similar in nature, each has elements that contrast it with the other six concerning membership rules for enrollee status, procedures for doing business, and overall mechanics of handling their individual judicial prevention and enforcement services. For purposes of criminal justice planning and grant assistance, each is classified as a local unit of government.

The following information represents a condensed view of each Indian reservation as it relates to the Indian Tribal Police.

THE FLATHEAD INDIAN RESERVATION

The Flathead Indian Reservation (614,846 acres) is located on the western slopes of the Continental Divide in northwestern Montana. It is the home ground of the Confederated Salish and Kootenai Tribes.

Of the 14,000 persons estimated to be living on the Flathead Reservation, only 3,122 are Indians.

Two officers employed by the Bureau of Indian Affairs provide crime prevention and rehabilitation services. The tribal police department has a chief and five patrolmen, two of whom are hired through the Emergency Employment Act. The judicial branch of this reservation is staffed with one full-time tribal judge and three part-time associate judges. The total complement of judicial, prevention, and enforcement personnel on the Flathead Indian Reservation is 12.

ILLUSTRATION B-17

1. Blackfeet
2. Rocky Boy
3. Fort Belknap
4. Fort Peck
5. Flathead
6. Northern Cheyenne
7. Crow

The FY 1974 budget for the Confederated Salish-Kootenai tribal law and order program is $112,309, supplemented by contracts with the Bureau of Indian Affairs. In addition, the judicial, prevention, and enforcement services of the B.I.A. supply juvenile officers and supervisors. Cooperation between the tribal police and adjacent local and county police is generally good.

THE BLACKFEET INDIAN RESERVATION

The Blackfeet Indian Reservation (1,525,712 acres) extends eastward from the Glacier National Park boundary. The headquarters of the Blackfeet Indian Agency is in the incorporated town of Browning.

Of the 10,198 enrolled members of the Blackfeet tribe, about 6,214 live on the reservation.

The tribal police department on the Blackfeet Reservation provides a 24-hour operation with 3 regular and 1 overlapping shift. The police department has a full-time chief of police and 11 sworn patrolmen; one is designated as a juvenile officer, two are criminal investigators. In addition to the tribal police, the B.I.A. provides one special officer whose diversified services include criminal investigation and in-service training for the tribal police.

Four of the tribal police officers are graduates of the Roswell Indian Police Academy and all of the officers took part in a Law Enforcement Training Program funded by L.E.A.A. In-service training is infrequently conducted. There is no incentive offered to induce a desire for more education in the field of law enforcement.

The Blackfeet tribe has 5 marked, radio-equipped police vehicles on lease from G.S.A., and 2 unmarked vehicles which are utilized primarily by the criminal investigators. The police officers have been equipped with the normal personal police gear, including uniforms, by equipment grants from L.E.A.A.

THE ROCKY BOY RESERVATION

The Rocky Boy Indian Reservation, in the Bear Paw Mountains of north central Montana, differs in several ways from the other reservations in the state: It is the smallest in area (107,613 acres) and has the smallest population. It is also the newest reservation, having been established by executive order in 1916.

The tribal population has grown to about 2,016 enrolled members. Approximately 60% or 1,210 reside on the reservation.

The tribal police force of the Rocky Boy Reservation is 1 full-time chief of police, 4 sworn patrolmen, 1 B.I.A. special officer, and trainees from the "New Careers" program. The entire criminal justice system is operated as a joint contract between the tribe and the Bureau of Indian Affairs.

THE FORT BELKNAP INDIAN RESERVATION

The Fort Belknap Indian Reservation, south of the Milk River in north central Montana, is the home of descendants of the Gros Ventre and the Assiniboine tribes.

The present enrolled membership is about 3,700, of which fewer than half live on the reservation.

Fort Belknap's tribal police force is a full-time chief of police, 4 full-time patrolmen, 1 part-time patrolman, a communications dispatcher, and a clerk.

The Fort Belknap Police Department was able to increase manpower and equipment through a discretionary grant from L.E.A.A. in the amount of $33,377.00. Specifically, this grant provided 2 police patrolmen and 1 radio dispatcher and necessary equipment for one year.

THE FORT PECK INDIAN RESERVATION

The Fort Peck Indian Reservation covers in excess of 2 million acres in northeastern Montana. The town of Poplar is headquarters for the tribal government and the Indian agency.

The 6,466 enrolled Indians on the Fort Peck Reservation are of two distinct tribal groups, the Sioux and the Assiniboine.

The personnel of the judicial, prevention, and enforcement services includes a chief of police, 3 lieutenants of police, 4 patrolmen, 3 trainee patrolmen, 1 trainee policewoman under the Emergency Employment Act, a chief judge, a juvenile judge, an associate judge at the tribal level, 1 special officer designated as a juvenile officer, a resources manager, and 3 detention guards who work for the B.I.A. The special officer has a clerk-stenographer and the associate judge also acts as clerk of the court.

Of the 3,202 enrolled members of the tribe, about 2,500 reside on the reservation.

The number of non-Indians on the reservation is approximately 250, including merchants, spouses of Indians, missionaries, teachers, and agency employees. There are 433,434 acres of land within the reservation boundary.

Judicial, prevention, and enforcement services on the Northern Cheyenne reservation include one agency special officer who works for the Bureau of Indian Affairs, a captain of police, two lieutenants, five patrolmen, and one rural police officer.

The officer assigned to the rural area of the reservation is funded by the Law Enforcement Assistance Administration on a discretionary grant in the amount of $28,124. The same grant provided much needed equipment for the Northern Cheyenne police department to carry out its responsibilities. Through the acquisition of this specially trained police officer, the Northern Cheyenne tribe has been able to substantially improve the quality of law enforcement services available to its outlying residents while allowing the main force adequate time to patrol the residential area.

The Northern Cheyenne reservation is utilizing "New Careers" personnel within its criminal justice system, filling the roles of radio telephone dispatchers, file clerks, counselors, and in supporting roles in adult and juvenile probation and parole.

A project was funded in FY 1973-74 to provide classroom education and training for a period of 8 weeks for 20 male juveniles at the Northern Cheyenne reservation. The purpose was to acquaint the juveniles with the criminal justice system and provide a better relationship among juveniles, parents, and the people charged with the responsibility of the judicial, prevention, and enforcement services. The tribal policy makers found that the project served a useful purpose, and therefore they decided to increase the tribal support by an additional $2,500 to add 10 more youths to the program. The tribal council has decided to continue this program as an annual summer youth activity. The chief judge in the juvenile court has assumed the responsibility of coordinating future projects.

The Northern Cheyenne tribe is developing a 5-year plan for the improvement of its criminal justice system. When received by the Board of Crime Control, the tribal plan will be made part of the state comprehensive plan for criminal justice improvement.

THE CROW INDIAN RESERVATION

The Crow Indian Reservation (over 1,500,000 acres) is located in south central Montana, mostly in Big Horn County. It is the home of approximately 4,035 members of the Crow Indian tribe. About 1,290 members live off the reservation, but many live nearby and spend considerable time each year on the reservation.

The Crow agency supports a modern Indian police department consisting of a chief of police, whose salary is provided by the Bureau of Indian Affairs, a tribal assistant chief of police, a lieutenant of police, a sergeant of police, 6 patrolmen, 4 radio-telephone dispatchers, a jailer, and a cook.

During FY 1972, the Crow Tribe received a Manpower and Equipment grant from L.E.A.A. Discretionary Funds in the amount of $50,699. The Montana S.P.A. approved a subgrant for $13,664 to provide live-in group home parents for the Crow Agency juvenile rehabilitation program.

During FY 1974, the Crow Tribe received an $80,000 grant to assist the B.I.A. in constructing a new courthouse. This was also discretionary funding provided by the L.E.A.A. National Indian Affairs Desk.

Montana has 7 institutions of higher learning offering a curriculum in criminal justice studies.

As participants in the Law Enforcement Education Program, these institutions represent a vital resource to the existing law enforcement community. Through employment in operating agencies of criminal justice, the LEEP graduates represent the state's best hope for ultimate professionalism and advancement of law enforcement.

Curricula vary from institution to institution; however, a basic professional core of courses is emerging due to the efforts of the members of the Montana Association of Criminal Justice Educators.

TABLE B-25
LEEP Participating Institutions
and Student Status
1974

Institution:	LEEP	Students In-Service	Students Pre-Service	'74 Graduates
University of Montana	83	82	1	0
Montana State University	21	6	192	22
Dawson College	9	9	44	15
College of Great Falls	32	28	4	7
Carroll College	Current Figures Not Available			
Eastern Montana College	14	14	0	0
Flathead Community College	14	14	0	No Degree

Through an aggressive program of internships in the state's criminal justice agencies, and subsequent employment within these agencies, a gradual upgrading of agency education levels is being achieved.

Campus Police

Campus police are designated as peace officers by statute and are permitted to bear firearms. However, their authority is limited to their respective campuses. For institution-related activities, this authority is extended to one mile beyond the campus boundaries. Authority is further extended to include other grounds or property owned, operated, controlled, or administered by the regents or any unit of the state university system.

Activities include routine patrol, traffic and crowd control, preliminary investigation, and various security oriented activities.

Three of the 6 units in the state university system maintain security departments or security capabilities.

MONTANA STATE UNIVERSITY

The campus security force of Montana State University in Bozeman is a chief of police, 5 patrolmen, 3 sergeants, one secretary, and one traffic maid.

Activities include handling of parking and traffic, family disturbances in married student housing areas, misuse of alcoholic beverages, and some drug abuse offenses.

Students are used as monitors in campus buildings after regular business hours.

Because the campus police department operates only from 8:00 a.m. to 5:00 p.m., the Bozeman Police Department provides security from 5:00 p.m. to 8:00 a.m.

Equipment utilized in the operation includes: 3 patrol vehicles with mobile radios, one base radio station, and 6 portable radios.

UNIVERSITY OF MONTANA

The university maintains an 18-man campus police force including a chief of police, 9 patrolmen, 2 dispatchers, and 6 centrex operators.

Department functions and activities include parking and traffic control, disturbance calls, etc. Their workload resembles that of an agency in a community of 10,000. Drug abuse cases are steadily decreasing as an investigative activity.

Extra-curricular events such as the appearance of rock music groups on campus have created fire hazard and drug abuse problems due to marijuana smoking in no-smoking areas.

Equipment utilized in the department operations includes: 2 marked patrol cars with mobile radios, one unmarked patrol car, 5 portable radios, one base station, and one video camera and recorder.

Cooperative and mutual aid arrangements exist among the campus police and the Missoula Police Department, the Missoula County Sheriff's Department, and the Federal Bureau of Investigation.

All campus patrolmen have completed the basic law enforcement course at the State Law Enforcement Academy in Bozeman. Several officers have attended advanced and specialized courses at the Academy.

EASTERN MONTANA COLLEGE

Eastern Montana College, located in Montana's largest urban area, Billings, maintains a security department manned by a chief of security, 5 patrolmen, and one dispatcher.

Department workloads consist of buildings and grounds security patrols, vandalism investigations, family disturbance calls, alcohol and drug abuse cases, and the constant problem of parking and traffic control.

Equipment utilized includes: one radio-equipped patrol vehicle, one Cushman motorcycle, and one base radio station.

Most of the security force has attended the basic and specialized courses at the state's Law Enforcement Academy and also received in-service training conducted by the chief.

Patrol is operated 24 hours a day in cooperation with the Billings Police Department.

WESTERN MONTANA COLLEGE

Located in Dillon, Western Montana College operates a part-time security force of a chief of security, one assistant chief, and 2 night watchmen.

The chief of security is a retired Montana Highway Patrol officer who has attended numerous training seminars in his professional career.

Primarily, the security force handles crowd control at athletic events and performs night watchman duties. Any other questionable activity occurring on campus is handled by the local sheriff's department.

Equipment consists of 2 portable radios.

SECTION C: COURTS

Article VII, Section 1, of the 1972 Montana Constitution states:

> The judicial power of the state is vested in one supreme court, district courts, justice courts and such other courts as may be provided by law...

The Montana Legislature has provided for municipal courts and police courts. Under this section, the legislature also may establish "inferior courts" such as small claims courts and intermediate courts of appeals.

The right of trial by jury is secured to all by Article II, Section 26, of the 1972 Constitution. However, if all parties consent, cases may be tried without a jury or before fewer than the number of jurors provided by law. Section 26 of the Constitution also requires that in all criminal actions the verdict must be unanimous. This revises the 1889 Constitution by allowing a defendant in a felony case to waive a trial by jury and by requiring a unanimous verdict in all trials of misdemeanor offenses.

The jurisdictional structure of the Montana judicial system consists of Supreme Court, District Courts, and Justice Courts. Explanation of duties follows:

The Supreme Court

The Montana Supreme Court is the highest court in the State. Jurisdiction of the Supreme Court is established in Article VII, Section2, of the 1972 Montana Constitution, which provides:

> The Supreme Court has appellate jurisdiction and may issue, hear and determine writs appropriate thereto. It has original jurisdiction to issue, hear and determine writs of habeas corpus and such other writs as may be provided by law.

The Constitution also provides that the Supreme Court has general supervisory control over all other courts. This power is generally exercised to prevent abuses of discretion by a lower court judge.

The Supreme Court has one chief justice and 4 justices elected in the general state election for 8-year terms. The legislature, however, is authorized to increase the number of justices from 4 to 6. A majority of the court must join and announce written decisions. The chief justice is paid an annual salary of $24,000 and the associate justices are paid annual salaries of $22,500.

In the event of disqualification or disability, a district court judge must be substituted for the chief justice or a justice, and his opinion has the same weight as the opinion of a justice. To be a justice of the Montana Supreme Court, one must be a citizen of the United States who has resided in the state two years immediately before taking office. He must also be admitted to the practice of law in Montana for at least five years prior to the date of taking office. If a vacancy on the Supreme Court occurs between elections, the Governor chooses an appointee from a list of nominees. The appointment must be confirmed by the Senate. The Judicial Nomination Commission is discussed in a later chapter.

The Supreme Court also has the power to make rules governing appellate procedure and practice for all other courts, admission to the practice of law and the conduct of attorneys admitted to practice law. Such rules of procedure are subject to disapproval by the legislature in the 2 sessions immediately following promulgation of the rules. Although the docket of the Montana Supreme Court is current, the court has experienced a gradual increase in its caseload over the past several years. In September, 1973, the court heard the largest calendar to date, 50 cases. Table C1 shows the caseload of the Montana Supreme Court from 1969 through September, 1973.

Table C-1
Supreme Court Caseload
1969-1973

Year	Opinions Handed Down	Cases on Docket	Cases Added
1969	126	--	--
1970	109	--	--
1971	153	--	--
1972	149	11	225
1973		31	183

TABLE C-2
SUPREME COURT DISPOSITIONS

	1972	1973
Opinions	149	124
Dismissals	22	22
Memo Opinions	7	--
Orders Disposing of Cases	27	6
Civil Writs		22
Criminal Writs		21
Awaiting Opinions		15
Total		214

THE JUDICIAL NOMINATION COMMISSION

The Judicial Nomination Commission was established by the 1973 Legislature to provide a list of nominees for any vacancy in the office of Supreme Court justice or district court judge. The Commission consists of 7 members: 4 lay persons appointed by the Governor; 2 attorneys, one from each congressional district-appointed by the Supreme Court; and one district judge elected by the district judges.

Within 30 days of a vacancy on the Supreme Court or in a district court, the Commission must submit to the Governor a list of not fewer than 3 nor more than 5 persons who can fill the facancy, from which the Governor must make an appointment. If he fails to make an appointment within 30 days after he receives the list, the Chief Justice or acting Chief Justice shall make the appointment. Each nomination must be confirmed by the Senate.

THE JUDICIAL STANDARDS COMMISSION

The Judicial Standards Commission was established by the 1973 Legislature pursuant to Article VII, Section 11, of the 1972 Montana Constitution in order to investigate judicial officers upon the filing of verified written complaint. All proceedings before the Commission are confidential.

The Commission can recommend to the Supreme Court that a judicial officer be censored, suspended, removed, or retired. The Supreme Court must review the proceedings of the Commission and determine the action to be taken, with power to censor, suspend, remove, or retire the judicial officer, or it can completely reject the recommendation of the Commission.

THE CRIMINAL LAW STUDY COMMISSION

In 1963 the Montana Legislature created the Montana Criminal Law Commission to study and suggest changes in the state's criminal code. The act creating the Commission provides that membership include the chief justice of the supreme court or an associate justice of the supreme court designated by the chief justice, district judges, and 7 lawyers selected by the Supreme Court. Since its creation the Commission has been chaired by Supreme Court Justice Wesley Castles and has been located at the University of Montana Law School.

The Commission completed its study in 2 phases: (1) in 1966, a proposed code of criminal procedure, passed by the 1967 Legislature; (2) a revision of the substantive criminal law, basically the definition of crime, as the proposed Montana Criminal Code was enacted in 1973 with an effective date of January 1, 1974.

THE SENTENCE REVIEW BOARD

The Sentence Review Division of the Supreme Court is 3 district judges appointed by the chief justice. The function of this Division is to review the sentence passed in cases properly filed, increase or decrease the penalty, or decide if the sentence should stand.

The Review Division must meet at least 4 times a year and concurrence of any 2 of the judges is sufficient to determine any matter.

Except in cases of mandatory sentence, any person sentenced to a term of one year or more in the state prison may, within 60 days after imposition of sentence, apply for review. Upon imposition of sentence, the clerk of court must give written notice to the convicted person of his right to apply for review. The notice must state that the Review Division may decrease or increase the sentence within the limits imposed by law. In April, 1973, the Montana Supreme Court upheld the power of the Review Division to increase the sentence in the case of State v. Henrich.

District Courts

The District Court in Montana is the court of general jurisdiction. There are 18 judicial districts with 1 to 7 counties in a district. Illustration C-1 shows the judicial districts. The state has 28 district judges who each receive an annual salary of $20,500. District judges are elected to 6-year terms.

The legislature may change the number and boundaries of judicial districts but the district must follow county lines. The legislature can also change the number of judges in each district. In addition, the chief justice of the Supreme Court may, upon request of the district judge, transfer district judges for temporary service from one district to another.

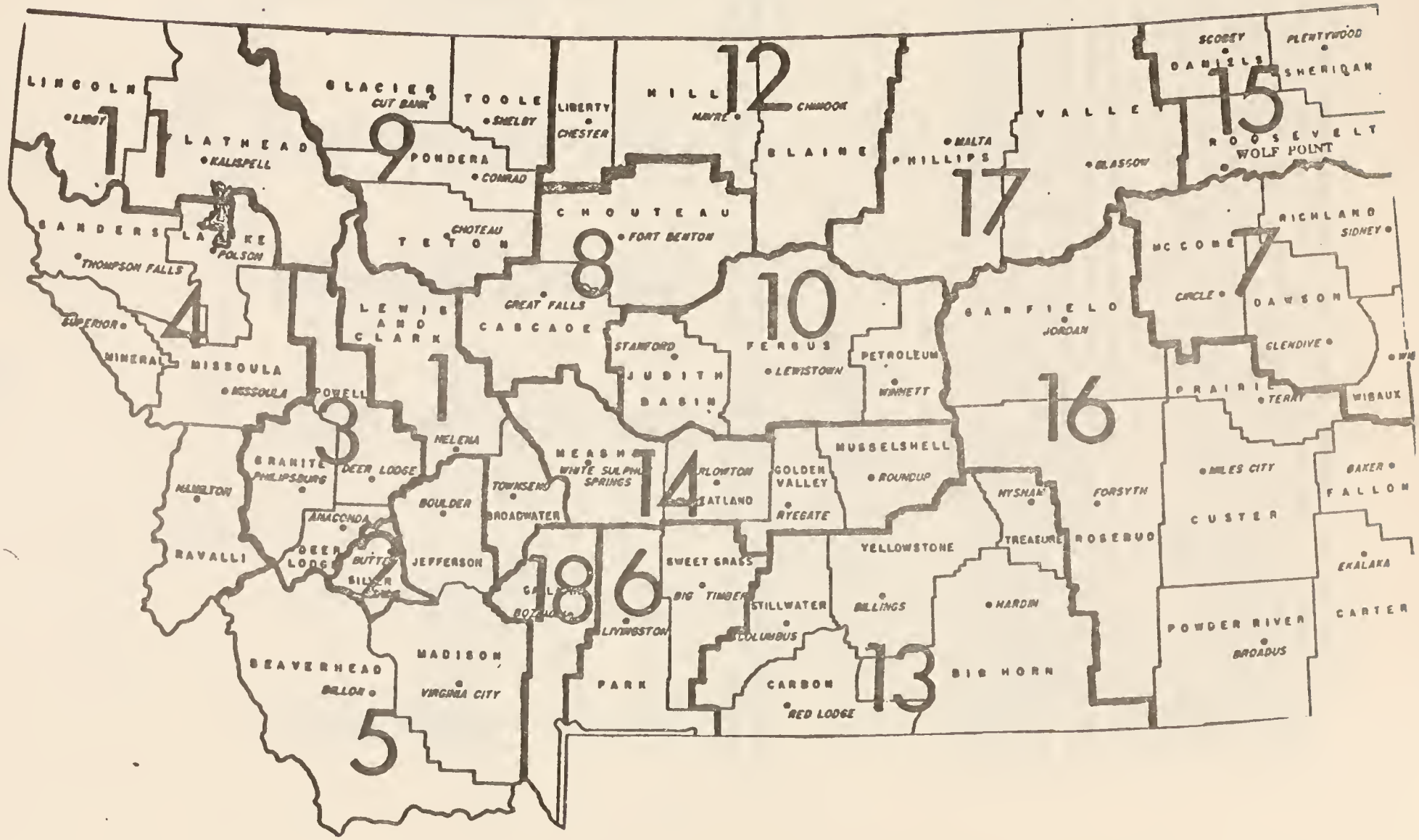
A district court judge must be a U.S. citizen who has resided in Montana 2 years prior to taking office. There is no age requirement but a candidate must be admitted to the practice of law in Montana for at least 5 years prior to the date of appointment or election. During the term of office, a judge must reside within the district.

Vacancies are filled by the Governor by appointment from a list of nominees submitted by the Judicial Nomination Committee. The Governor's appointment must be confirmed by the Senate.

The district court has original jurisdiction in all criminal cases of felony charges, all civil and probate matters, all cases at law and equity, and all misdemeanor cases not otherwise provided for. The district judges have the power to issue, hear, and determine writs of mandamus, quo warranto, certiorari, prohibition, injunction and other remedial writs, and all writs of habeas corpus of any person held in custody within the districts. The district court also has the power to hear appeals from inferior courts as well as new trials.

The district court has jurisdiction in all juvenile matters within the provisions of the juvenile act. When acting under juvenile court laws, the district court is called the juvenile court. In multi-judge districts, one judge is usually designated as the juvenile judge, handling all juvenile matters. As part of the juvenile jurisdiction, the district judges employ juvenile probation officers. The juvenile justice system is discussed in more detail in the latter part of this section.

Illustration C-1
Judicial Districts



Although the supreme court has general supervisory control over all the courts, Montana has neither a unified court system nor court administrators. Each judicial district operates independently and is responsible for its own administration. This independence has caused some difficulty in developing programs for the courts. Because there is no unified system, there has been little data collection. However, during the summer of 1973, several University of Montana Law School students, working under a grant from the Board of Crime Control, gathered data from all the district courts concerning criminal caseloads. As a result of that project, the Board of Crime Control is now working with the Clerks of Court Association in developing procedures for collecting court information. The population of the various districts and the criminal caseloads of these districts shown below demonstrates the judicial districts are not evenly balanced or proportioned.

Table C-3
District Court Criminal Caseload

Judicial District	No. of Judges	No. of Cases 1971 & 1972	Caseload Per Judge	Average Caseload	Average Caseload Per Judge
1	2	171	85.5	85.5	42.75
2	2	111	55.5	55.5	27.75
3	1	108	108	54	27
4	3	553	151	276.5	92.17
5	1	95	95	47.5	47.5
6	1	63	63	31.5	31.5
7	1	91	91	45.5	45.5
8	3	268	95.3	134	44.6
9	1	134	134	67	67
10	1	112	112	56	56
11	2	253	126.5	126.5	63.25
12	1	108	108	54	54
13	3	758	252.3	379	126.3
14	1	50	50	25	25
15	1	45	45	22.5	22.5
16	2	166	83	83	41.5
17	1	62	62	31	31
18	1	186	186	93	93

Justice of the Peace Courts

The Justice Court is the court of limited jurisdiction in Montana. Article VII, Section 5, of the 1972 Montana Constitution provides that there shall be elected in each county at least one justice of the peace. The legislature may provide for additional justices of the peace in each county.

In a recent opinion, Montana's Attorney General has held: (1) that there will be only one justice court in each county for the 1974 elections unless otherwise specified by the action of the 1974 Legislature; and, (2) that only the legislature may provide for additional justices of the peace in each county and that no such power lies with the county commissioners.

The 1973 legislature passed legislation requiring at least one justice court per county for which one justice of the peace must be elected. This legislation reduced both the number of justice courts and the number of justices to be elected from 2 per township to one per county. Unless the 1974 Montana Legislature enacts legislation increasing the number of justices of the peace per county, Montana will have only 56 justices of the peace beginning January 1, 1975.

Presently, there are 171 justices of the peace in Montana. It is expected that legislation will be introduced in the 1974 Legislature to regulate the number of justices of the peace per county between the two extremes.

In the past, no training or other professional qualifications were required to hold the office of justice of the peace. However, since 1971, schools have been offered for justices of the peace and police judges at the Law Enforcement Academy Bureau at Montana State University in Bozeman. These courses are conducted by District Court Judge E. Gardner Brownlee of Missoula, who also has published a handbook for use by the justices of the peace.

Table C-4
Lower Court Training Schools
1971-1973

School Sessions	6
Total Days Instruction	20
Attendees of More Than One Session	44
Total Attendees	110
Total Enrolled	154

As some justices and police judges have attended more than one seminar, the total number of justices and police judges who have attended courses is 110. Two additional regional schools for lower court judges have been held, one conducted by Judge Al Coate in eastern Montana, the other conducted by Judge Brownlee in western Montana.

The 1973 Montana Legislature passed legislation regarding the qualifications of justices of the peace. A justice is elected on a nonpartisan judicial ballot to serve a 4-year term. Before his oath of office can be filed, he must satisfy the clerk of the county that he is either an attorney authorized to practice law in Montana, a person who has held the office of justice of the peace within the preceding 5 years, or a person who has completed the orientation course under the direction of the Montana Magistrates Association. The orientation course must be presented within 4 weeks following each general election. Under the 1973 legislation, all justices of the peace are to be salaried and are to be paid by the counties. Under former law, justices in townships of fewer than 10,000 people could keep fees collected as compensation. A prosecuting officer, by selecting a certain justice to hear cases, could control a justice's income and possibly influence his decisions.

In civil cases, the justice court has limited jurisdiction and damage claimed cannot exceed $300. The justice court has criminal jurisdiction of petit larceny, assault in the third degree, breaches of the peace, and all misdemeanors punishable by a fine not exceeding $500, imprisonment not exceeding six months, or by both such fine and imprisonment. Justice courts do not have trial jurisdiction in any criminal case designated a felony except as examining courts.

In 1967, the Supreme Court conducted a study of the operations and workloads of the justice courts. However, little has been done since then as follow-up on that study. Montana does not have a unified court system nor an administrator to document the activities of the justice courts, and generally justices of the peace do not have clerical help to assist them with their records and duties. The problem of clerical assistance was dealt with by the 1973 legislature, however, which passed legislation requiring counties to provide necessary clerical assistance.

The Supreme Court is conducting a study of Montana's judicial system under a grant from the Board of Crime Control. Preliminary reports indicate that many justices of the peace do not understand the nature of their jobs. Hopefully, this problem will be solved through the training authorized by the 1973 Legislature.

Police Courts

Police Courts are created by the legislature and established in each city or town. There are approximately 85 police judges in Montana.

Civil jurisdiction of police courts is limited to the collection of money or recovery of property belonging to the city where the value does not exceed $300. The police court has concurrent jurisdiction with the justice court of certain specified crimes including petit larceny, minor assaults, breaches of the peace, and liquor violations. Police courts have exclusive jurisdiction over violations of city ordinances.

Although no statewide statistics have been gathered concerning caseload in police courts, apparently much of this work involves handling traffic offenses.

PROSECUTION AND DEFENSE

The Attorney General

The 1972 Montana Constitution provides that the attorney general shall be elected by the qualified electors of the state at the general election. The attorney general is the legal officer for the state and serves a 4-year term for which he receives an annual salary of $19,000.

The attorney general must be at least 25 years of age at the time of his election and a United States citizen who has resided within the state 2 years preceding his election. He must also be admitted to practice law in Montana at least 5 years prior to election.

The present attorney general has an 8-member full-time legal staff including a chief deputy, an assistant chief deputy in charge of the civil division, 4 assistants in the civil division, and 2 assistants in the criminal division. Under executive reorganization, the attorney general is the statutory head of the Department of Justice. The Department of Justice and related agencies are discussed in a prior chapter.

Montana law requires the attorney general to attend the Supreme Court and prosecute or defend all causes to which the state or any officer thereof, in his official capacity, is a party, and all causes to which any county may be a party unless the interest of the county is adverse to the state or some officer thereof acting in his official capacity. The attorney general must keep a register of all cases in which he is required to appear, which must, during business hours, be open to public inspection. The record must show the county, district, and court in which cases have been instituted and tried, and whether they are civil or criminal. If criminal, the register must show the nature of the crime, the mode of prosecution, the stage of proceedings, and when prosecuted to sentence, a memorandum of the sentence and of the execution thereof if the same has been executed, and if not executed, of the reason of the delay or prevention. The attorney general must also give his written opinion without fee to the legislature and to any state officer, board, or commission to any county attorney, and to the county commissioners of any county of the state when required upon any question of law relating to their respective offices.

TABLE C-5
Attorney General's Office
Caseload 1971-1973

	1971	1972	1973
Official Opinions	20	37	30
Letter Opinions	500	200	150
Complaints & Requests for Information	2,000	2,600	3,500
Civil Cases	50	63	58
Criminal Appeals(State)	34	45	53
Habeas Corpus Fed. District Court	14	9	11
Habeas Corpus 9th Circuit	6	6	5
Habeas Corpus U.S. Supreme Court	2	3	-
Extraditions Reviewed	113	109	139

By law, the attorney general exercises supervisory powers over county attorneys, and from time to time he is to require reports as to the condition of public business entrusted to the county attorneys.

In a recent case,"State ex rel Woodahl v. District Court", the Montana Supreme Court held that the attorney general has no power to initiate a felony prosecution in a district court independent of the county attorney. However, he may order the county attorney to do so.

PROSECUTOR TRAINING COORDINATOR

The Board of Crime Control awarded the attorney general a grant to establish the position of training coordinator for county attorneys within the Department of Justice. The program began January 1, 1974, and is a cooperative effort between the Montana county attorneys and the attorney general to provide needed services to Montana's 56 county attorneys.

The coordinator is an attorney experienced in the area of criminal prosecution. His duties include: 1) providing local training in current aspects of the criminal law to county attorneys and other law enforcement personnel; 2) assisting in developing and disseminating standards, procedures and policies to insure that criminal laws are applied consistently and uniformly throughout Montana; 3) consolidating present and past information on important aspects of the criminal law and providing a pool of official opinions, legal briefs and other relevant criminal law enforcement; and, 4) providing assistance with research, briefs, or other technical assistance requested by a county attorney or law enforcement official.

County Attorneys

The county attorney is responsible for the prosecution of criminal offenses. Each of Montana's 56 counties has a county attorney who is elected to a 4-year term and who must be admitted to practice law in Montana. Vacancies are filled by appointment of the county commissioners. If a vacancy occurs and no licensed eligible attorney resides in the county, the Board of County Commissioners has the power to employ special counsel from outside the county.

County attorneys receive annual salaries ranging from $7,000 to $16,000, half of which is paid by the state. County attorneys are not prohibited from engaging in private practice but cannot present any claim against the county. The county must provide office space, supplies, a library, and support staff including deputies. A deputy can receive up to 90 percent of the amount of the county attorney's salary. In the state's largest county, Yellowstone, the county attorney has 9 deputies, one of whom is full-time, and 5 secretaries. His budget for 1973-74 is $147,945.

In addition to the responsibilities for criminal prosecution, the county attorney has numerous statutory civil functions. He is the legal advisor of the Board of County Commissioners and other county agencies. He represents the county in all actions, suits, and proceedings in which the county is a party. He must, when required, give his opinion in writing to county officers on matters relating to the duties of their respective offices. He must also represent the state in all matters and proceedings to which it is a party or in which it may be beneficially interested at all times and in all places within his county. It is the duty of the county attorney to assist the juvenile probation officer in investigating complaints under the Juvenile Court Act and to prosecute all persons charged with violating any provisions of the juvenile act when requested by the juvenile court.

As part of his annual report, the Attorney General compiled reports made to him by county attorneys concerning activities in their offices. A summary of these reports is contained in Table C-4. The table does not show the number of misdemeanor prosecutions.

Table C-6
1973 County Attorneys' Reports To the Attorney General
July 1, 1972 through June 30, 1973

County	DRUG RELATED				OTHER FELONIES				SAMPLE DRUGS	CIVIL ACTIONS	
	Charges Filed	Convic-tions	Acquit-tals	Dismis-sals	Charges Filed	Convic-tions	Acquit-tals	Dismis-sals	Sent to C.I. Lab	Init-iated	Defended
Beaverhead	9	7	0	0	9	6	0	0	18	0	3
Big Horn	0	0	0	0	27	1	0	8	2	3	0
Blaine	2	0	0	0	15	7	0	2	2	0	0
Broadwater	0	0	0	0	4	4	0	0	0	0	0
Carbon	NOT REPORTING										
Carter	1	1	0	0	4	3	0	1	1	8	0
Cascade	97	28	0	45	408	113	1	38	95	0	0
Chouteau	7	1	0	6	8	2	0	4	3	3	0
Custer	8	8	0	0	29	26	0	3	0	2	0
Daniels	6	4	0	2	8	7	0	1	9	0	0
Dawson	10	8	0	1	21	13	0	3	45	0	4
Deer Lodge	2	2	0	0	7	5	0	2	0	0	1
Fallon	0	0	0	0	14	9	0	2	0	0	2
Fergus	16	7	0	1	25	13	0	9	17	14	0
Flathead	35	23	0	8	110	38	0	32	76	5	1
Gallatin	31	23	0	2	45	26	2	2	0	43	4
Garfield	0	0	0	0	2	2	0	0	0	0	1
Glacier	10	9	0	1	36	4	0	7	0	65	0
Golden Valley	0	0	0	0	1	1	0	0	0	0	0
Granite	0	0	0	0	3	1	0	2	0	1	0
Hill	14	6	0	5	26	11	0	14	18	0	3
Jefferson	3	6	--	--	19	9	--	--	--	2	1
Judith Basin	0	0	0	0	6	5	0	0	0	0	0
Lake	NOT REPORTING										

Table C-6 (continued)
1973 County Attorneys' Reports To the Attorney General
July 1, 1972 through June 30, 1973

	DRUG RELATED				OTHER FELONIES				SAMPLE DRUGS	CIVIL ACTIONS	
County	Charges Filed	Convic-tions	Acquit-tals	Dismis-sals	Charges Filed	Convic-tions	Acquit-tals	Dismis-sals	Sent to C.I. Lab	Init-iated	Defended
Lewis & Clark	38	15	0	4	87	48	1	14	44	139	197
Liberty	3	3	0	0	5	0	0	0	2	0	0
Lincoln	13	10	0	1	67	18	1	22	26	15	14
Madison	5	5	0	0	2	1	0	1	4	4	12
McCone	0	0	0	0	0	0	0	0	0	0	0
Meagher	4	3	1	0	6	4	2	0	6	54	0
Mineral	11	3	0	3	7	5	0	0	27	0	0
Missoula	76	61	0	22	222	103	2	158	427	12	7
Musselshell	NOT REPORTING										
Park	6	6	0	0	19	13	1	1	11	0	0
Petroleum	0	0	0	0	0	0	0	0	0	0	0
Phillips	1	1	0	0	10	10	0	0	1	0	0
Pondera	19	1	0	2	8	6	0	2	0	2	1
Powder River	8	6	2	0	6	5	0	1	6	0	2
Powell	1	1	0	0	16	9	0	1	1	1	10
Prairie	0	0	0	0	9	1	1	7	2	2	0
Ravalli	14	11	0	3	42	14	1	6	0	0	1
Richland	4	4	0	0	15	5	0	4	2	0	0
Roosevelt	0	0	0	0	12	10	0	2	0	0	1
Rosebud	3	3	0	0	26	22	0	2	6	0	0
Sanders	NOT REPORTING										
Sheridan	3	3	0	0	6	4	0	1	0	0	0
Silver Bow	3	2	0	1	77	15	1	7	2	0	8
Stillwater	3	3	0	0	5	4	0	0	0	0	0

Table C-6(continued)
1973 County Attorneys' Reports To the Attorney General
July 1, 1972 through June 30, 1973

County	DRUG RELATED				OTHER FELONIES				SAMPLE DRUGS	CIVIL ACTIONS	
	Charges Filed	Convic-tions	Acquit-tals	Dismis-sals	Charges Filed	Convic-tions	Acquit-tals	Dismis-sals	Sent to C.I. Lab	Init-iated	Defended
Sweet Grass	4	2	0	1	4	2	0	1	10	0	1
Teton	1	1	0	0	3	2	0	1	0	4	0
Toole	12	9	3	0	4	4	0	0	0	13	1
Treasure	NOT REPORTING										
Valley	5	4	0	0	46	18	0	8	8	0	1
Wheatland	2	2	0	0	4	3	1	0	0	0	0
Wibaux	4	0	0	0	2	2	0	0	1	0	2
Yellowstone	101	56	0	35	259	135	4	33	--	142	142
TOTALS	565	348	6	143	1796	769	18	402	872	534	420

Prosecution Schools

In 1973, through grants from the Board of Crime Control, the Montana County Attorneys Association initiated an in-state, continuing, legal education program. The first seminar held in March at the Montana Law Enforcement Academy Bureau was 1½ days long and dealt with the prosecution of drug cases and trial tactics. The school was attended by 30 county attorneys and deputies. The second seminar was held in August in connection with the Association's annual meeting. Emphasis was again on trial tactics and more than 40 county attorneys and deputies attended.

City Attorneys

City Attorneys are appointed by the city council and hold office for 2-year terms. They must be licensed to practice law in Montana and are paid an annual salary which is fixed by ordinance.

It is the statutory duty of the city attorney to attend the police court and district court and prosecute on behalf of the city. He must, when required, draw ordinances for the government of the city, for city council use. When required, he must give his written opinion to the mayor or city council on questions pertaining to the duties and the rights, liabilities, and powers of the corporation.

The city attorney prosecutes those misdemeanor offenses which can be tried in police court, and all violations of municipal ordinances. The only prosecutions he handles in district court are appeals from the police court. All felony offenses must be prosecuted by the county attorney.

Public Defender

Montana does not have a statewide public defender program. There is, however, the Montana Defender Project, a clinical training program at the University of Montana School of Law, which provides legal assistance to inmates at the state prison. This program is described in more detail in the chapter concerning the law school.

Generally, counsel for indigent defendants is provided by assigned private counsel. By statute, counsel must be assigned by a court of record. Although an indigent defendant in justice court is entitled to court-assigned counsel, the justice court, not being a court of record, cannot assign counsel. The defendant must appear before the district court to have counsel assigned.

An attorney assigned to represent an indigent defendant in a criminal proceeding is paid a sum the district court judge or justice of the supreme court certifies to be reasonable. He is also entitled to be reimbursed for all reasonable costs incurred in the criminal proceedings. These costs are chargeable to the county in which the proceeding arose.

By law, any county can establish a public defender's office and appoint a salaried public defender and such assistants as may be necessary. The costs of these offices must be borne by the county.

All of the larger counties and a few smaller counties have established public defender offices employing from one to 5 attorneys appointed for terms of one to 2 years. These attorneys are paid salaries of up to $800 per month. The public defenders are not prohibited from engaging in private practice and most do.

Statistics on assigned counsel are not available; however, it is estimated that in more than 75% of the cases filed in district court, defense counsel is assigned. An estimated caseload per county can be determined from the number of cases filed in the district court for the county as shown in Table

In several counties, juvenile offenders as well as public defenders are employed. The juvenile defender represents the juvenile in court proceedings and is available to advise the juvenile before court action is initiated and in cases where no court action is contemplated. The juvenile defender may also represent a juvenile in a non-criminal action such as dependency or neglect cases.

THE LEGAL INTERN PROJECT

Through a grant from the Board of Crime Control, the University of Montana Law School conducts a legal intern program. Law students are placed in various criminal justice agencies throughout the state for the 3 summer months. The program provides the agencies with needed legal assistance county budgets are normally unable to provide and provides practical experience to the students. All interns have completed 2 years including courses in criminal law and criminal procedure.

Although emphasis is placed on assigning students to county attorney offices, some students are placed with other agencies. In 1972, 20 student interns were placed in county attorney offices, police departments and juvenile probation offices. In 1973, 30 students were assigned to county attorney offices, police departments, juvenile probation offices, district court judges, and public defender offices.

During the school year, the law school places students in offices in the immediate vicinity of Missoula, where the law school is located, and provides research assistance to county attorneys. Three or 4 students are assigned to research specific points of law for county attorneys who have requested assistance.

According to comments received, this assistance project is extremely beneficial to the county attorneys, providing them with needed research which they may not have the time to do or which they cannot do properly because of inadequate libraries.

MONTANA DEFENDER PROJECT

The clinical training program of the Law School centers around the Montana Defender Project. This project provides legal services to penitentiary inmates and, to a lesser degree, to indigent Indians in federal courts.

It is the philosophy of the program that exposure to the problems of the accused, the incarcerated, or economically disadvantaged serves to sensitize the law student to the needs of society. Student interns in legal aid are involved in every step of the program except that the professor in charge of the students must carry the burden in court matters. Every graduating lawyer is equipped fully to handle the problems of the public in a compassionate and professional manner. Legal interns in the defender project travel to the state prison in Deer Lodge to conduct interviews. They obtain court records and make a complete study of the case.

In 1968, the Montana Legislature created a mechanism (95-2501-04; R.C.M., 1947) to ensure a degree of statewide uniformity in criminal sentencing. Through the efforts of the Montana defender project, the Sentence Review Board has come to deal with the individual inmate and his particular problems rather than with equal sentences for similar crimes. Student interns, under the direction of a supervisor, handle cases before the review board including the oral presentation of petitions to the Board.

Legal interns represent inmates at parole hearings, parole revocation hearings, and on-site hearings in the case of a violation.

Several cases handled by the defender project have become landmarks in the criminal law -- guides to defenders and prosecutors alike in the administration of justice.

The defender project investigates incarcerations to determine that the doctrine of due process applied. Cases are pursued as far as necessary to see that justice is done. In these endeavors, students are involved to the extent permitted under existing court rules.

The project has an attorney-director who supervises the work of the student interns and who handles all proceedings in which the students cannot participate.

Table C-7
Montana Defender Project
Caseload 1971-1973

	No. of Students	No. of Cases Assigned
1971	34	98
1972	56	124
1973	40	81*

*This figure represents only the cases assigned for fall semesters as of November 2, 1973. The Montana Defender Project handles criminal cases from the Montana State Prison. Every letter of inquiry (application) for assistance is answered.

INDIAN LAW PROGRAM

There is no coordinated Indian law program in the state; however, several things are being done in the field by interested persons.

A seminar in Indian Law is taught at the University of Montana Law School. Students enrolled in this seminar and some from the legal aid program, supervised by Prof. John McDermott, provide legal services to reservations, Indians, organizations, and communities when requested and when educationally beneficial. Examples of the legal problems that have been handled in the past are the representation at the suggestion of the Montana Supreme Court, of a state judge in a question of the state's jurisdiction over Indians, and the representation of Indians seeking enrollment in their tribe.

Currently the students are involved indirectly in litigation of state-federal tribal jurisdiction. In addition, Professor McDermott, with some law student assistance, is responsible for the publication of the Indian Law Digest.

Under a two year CLEPR (Council on Legal Education for Professional Responsibility) grant, 8 students were placed as interns on the reservations during the summer of 1972. The interns acted as tribal prosecutors, advisors, and public defenders. This program, however, was terminated by the Council because full-time, year-round involvement on the reservations could not be maintained.

Professor John McDermott has received monies from the National Indian Court Judges Association for 3 different programs: 1) a training program for Indian Court clerks; 2) a monthly training program for tribal court judges; and, 3) preparation of lesson materials for the training of tribal court judges.

Professor McDermott is planning two programs beneficial to Indian Tribal Courts. One will provide a basic law library for tribal judges and a short course in legal research and library science for a tribal representative who will be librarian. The second is an Indian Law Intern Program to allow the placement of 8-10 law students with the courts of the various tribes. Interns will serve as prosecutors, advisors and public defenders and will train lay advocates to assume those roles at the end of the intern period.

The juvenile courts of Montana are a part of the District Court and the District Judges have full discretion over the court's activities. By law, the judge may appoint a chief probation officer and necessary deputies, and order the county to supply whatever resources are necessary to run the juvenile court.

The court is completely supported by the counties within the judicial district, except the judge's salary is partially funded by the state.

As the general operating procedures of the court are determined by the judge, there are as many different operating procedures as there are judicial districts. A disadvantage of this "non-system" of administering justice is its inherent inequity: A youth in one area of Montana may be treated entirely different from a youth committing the same offense in another part of the state. However, this fragmented arrangement permits the courts to act more expediently and effeciently than if they were part of a large system.

Ninety-five percent of the cases referred to the juvenile court are handled through informal disposition by the juvenile probation officer.

The majority of offenses committed by youth referred to the juvenile court are "status offenses," which are not offenses for adults. Liquor violation is still the major juvenile offense (19%).

The Montana juvenile courts are experiencing a phenomenon in the area of referral services. In the past three years the percentage of non-law enforcement referrals has increased steadily for the female offender; in 1974, non-law enforcement referrals accounted for 17 percent of the females received by the court. Most of these are parental referrals, and indicate that people are using the court as an agency for solving family problems.

The stated objectives of the Montana juvenile court system are:

(1) to preserve the unity and welfare of the family whenever possible, and to provide for the care, protection and wholesome mental and physical development of a youth coming within the provisions of the Montana Youth Court Act;

(2) to remove from youth committee violations of the law the element of retribution and to substitute therefor a program of supervision, care and rehabilitation;

(3) to achieve the purposes of (1) and (2) of this section in a family environment whenever possible, separating the youth from his parents only when necessary for the welfare of the youth or for the safety and protection of the community;

(4) to provide judicial procedures in which the parties are assured a fair hearing and recognition and enforcement of their constitutional and statutory rights.

The unstated objectives of the Montana juvenile court system are:

1. to keep as many juveniles as possible out of the formal court system;

2. to provide court services such as counseling, foster care, psychological help, etc. to juvenile and their parents before they enter the formal juvenile court;

3. to develop community awareness of the juvenile system without releasing names of juveniles;

4. to develop a series of alternatives prior to formal court action in juvenile matters;

5. to develop the use of community resources outside of the court to help juveniles;

6. to de-emphasize the word delinquent when dealing with outside groups;

7. to get communities to work with youth to keep youth from entering the system;

8. to teach the juvenile how to help himself;

9. to eliminate or slow down delinquent behavior in juveniles.

It should be noted that the stated objectives of the Montana juvenile court system are set by law. The formal system is two-fold in that it provides for a system which will treat juveniles as parents should "normally" treat them,

and it establishes a framework to provide legal safeguards. The unstated objectives are the basis for the informal juvenile court system. There may be many other unstated objectives but they are the most commonly observed.

There are 47 juvenile probation officers occupying 38 offices in 18 judicial districts in the state.

The programs offered include: individual and group foster care programs, private and public institution programs, medical and mental examinations, work study programs, youth-offense work programs, specialized-counseling programs, officer-evaluation programs, and, resource development programs which include jobs-for-youth, volunteerism, camps, foster care, education, and any new programs that arise in individual districts.

Outside resource referrals used in all districts to varying degrees include: mental health care, youth centers, legal aid assistance, social and rehabilitation departments, health departments, and school referrals.

The juvenile probation officer has a variety of duties, some of which are incompatible with other duties. He may be involved in the arrest, detention, preliminary inquiry, and probation of a youth coming into the system. He may be involved further in prosecuting the youth before the court as well as completing the pre-sentence investigation of the youth. In some cases, the juvenile probation officer not only has to do pre-sentence investigations of juveniles but also of adult offenders. The latter duty is not a proper role of the juvenile justice system, much less the juvenile court system. In a few districts, the juvenile probation officer is involved in completing social investigation reports on divorce cases.

The Montana Youth Court Act, the first major revision of the state's youth-related laws in 30 years, was passed by the 1974 Legislative Assembly. The Act is an attempt to remedy many of the problems stated herein; for example, specifying that a juvenile probation officer may no longer participate in a youth's apprehension; clarifying the county attorney's role in formal proceedings; eliminating the prosecution functions of the probation officer.

Travel often involves so much time that the officer is simply processing youth rather than counseling.

A hindrance to efficiency in the juvenile court system is the apparent lack of selection and training criteria for employees. Uniformity is difficult in the current arrangement of eighteen sub-systems.

Other constraints are the lack of office space for counseling, inadequate manpower, and overall a lack of money to achieve program and personnel objectives. In six judicial districts, adequate secretarial help is unavailable, placing additional duties upon the probation officers. Probation officers' salaries are set by statute, requiring legislative action for increases, a factor that has caused problems for career promotion.

One of the main reasons volunteers have been encouraged to enter the Montana juvenile court system is to facilitate handling of the problems that full-time professional people cannot.

Data about court operation gives only an account of what is happening at a given time in budgets and programs. The system, even on a judicial district basis, does not analyze the data nor is it capable of doing so at this time. It is easy to check the number of youth who flow through the system but no method has been used in Montana to observe and keep track of youth once they enter it, nor to evaluate the corrective treatment. In response to this problem, the Board of Crime Control is working with the courts to develop an information system which will aid in the administration of the individual courts and improve planning on the state and local level.

Table C-6
Juvenile Justice System Referrals
Statewide, 1971-1973

Year	Number Referred	No. of Offenses Committed by Those Referred	Number Handled Informally	Number Handled Formally	Number Placed in Institutions
1971	5,639	9,695	5,409	230	105
1972	5,979	8,340	5,652	327	131
1973	6,708	9,816	6,325	383	168

SECTION D: CORRECTIONS

Montana State Prison

The Montana State Prison, located at Deer Lodge, Powell County, can accommodate an inmate population of 600 male offenders. The maximum-medium unit, in downtown Deer Lodge, is a walled fortress type facility constructed during the period 1869-1879 to serve as a federal territorial prison. In 1874, the care and custody of the prison was transferred to Montana and in 1889 the new state of Montana took over its operation. The prison's medium-minimum unit, constructed between 1958 and 1963, is located on the ranch some 5 miles southwest of the city.

Female inmates are processed and classified by the Deer Lodge facility but are housed elsewhere. All female inmates who can be housed at Warm Springs State Hospital are placed there, and those which require more security are housed out of state, preferably at Nebraska's Women's Penitentiary at York, Nebraska. As of June 30, 1974, the count was 8 females incarcerated (2-Warm Springs State Hospital; 3-York, Nebraska; 1-C.I.W., California; and 2-Women's Quarters, Montana State Prison.)

Table D-1
FY73 Admissions to Montana State Prison

	Total	Start Sent.	Trans.	Parole Violators	Return Escapee	No Prior	Prior Admissions
TOTAL	419	290	59	61	9	261	158
%	100	69	14	15	2	62	38

FY74 Monthly Admissions to Montana State Prison

July	27	15	4	6	2	14	13
August	22	13	4	5	0	9	13
September	19	14	3	2	0	12	7
October	32	23	2	6	1	16	16
November	31	20	3	8	0	12	19
December	40	26	7	6	1	24	16
January	33	26	2	5	0	24	9
February	33	25	2	5	1	21	12
March	37	31	3	2	1	29	8
April	36	24	5	5	2	22	14
May	31	22	6	3	0	21	10
June	34	21	3	6	4	28	6
TOTAL	375	260	44	59	12	232	143
%	100	69	12	16	3	62	38

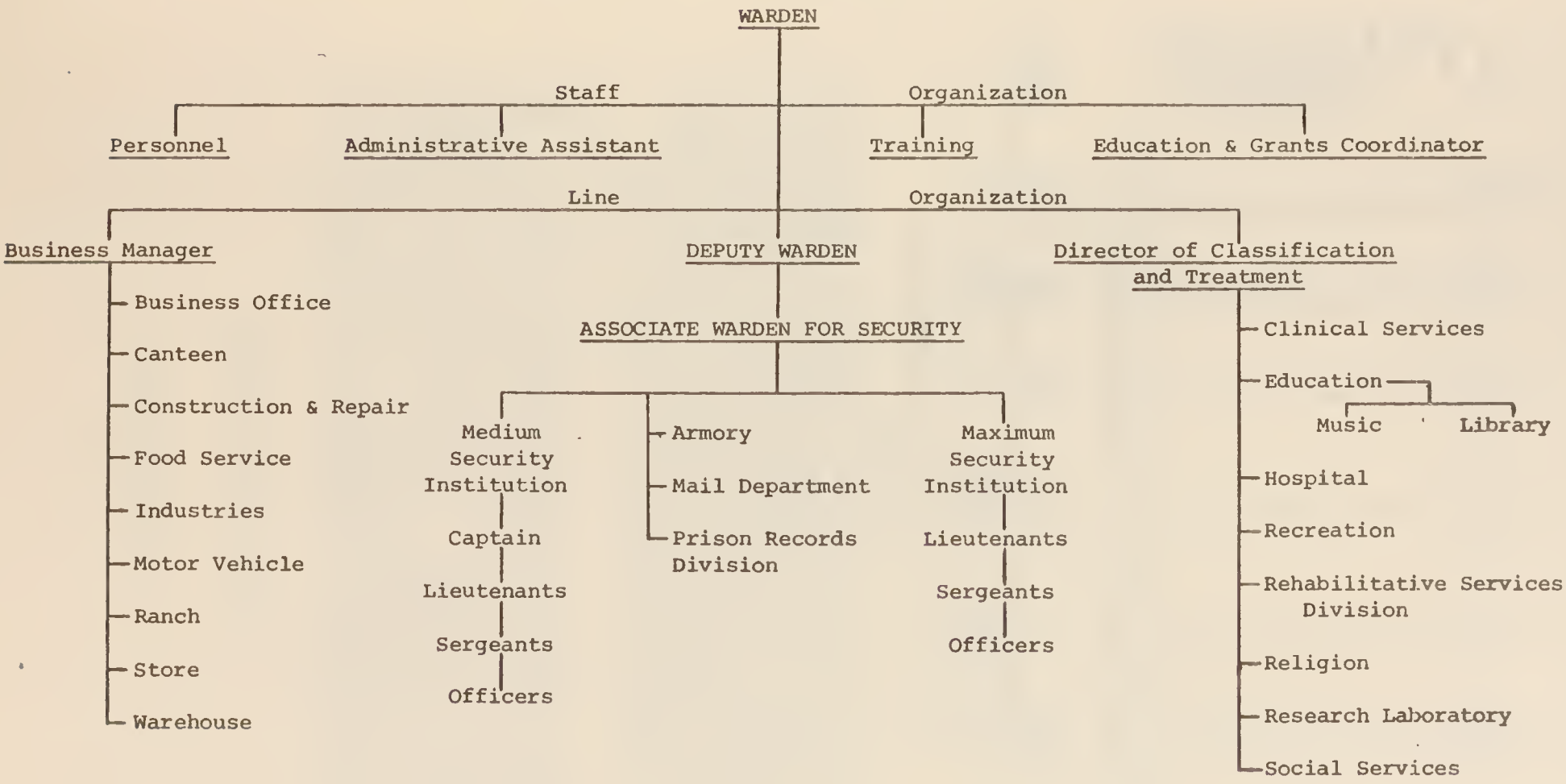


ILLUSTRATION D-1

Organization of Montana State Prison

During FY 74, the average daily inmate population (319.84) reflected an increase of 36 men per day over the FY 73 figure and an increase of 61 men per day over the FY 72 figure. It is anticipated that the FY 75 average daily inmate population will be approximately 334.

For the next 24 months, it is anticipated that the physical plant facilities at the main prison will be the primary housing unit in order that construction for the housing units and the renovation of the other facilities at the medium-minimum facility's location can be completed as rapidly as possible.

The old walled fortress physical plant has an eight tier cellblock and one open bay housing unit, in addition to a school building, a food service building, a gym, an infirmary, a theater, and an industries and maintenance complex. The services provided within the complex include religious programs, both vocational and academic educational programs, recreation, and medical, psychological, social, and rehabilitative services. Public and private agencies contribute to the total services program. Illustration D-1 shows the organizational structure of the services provided by major departments.

The old physical plant continues to deteriorate and is costly to maintain in excellent condition. Because of its total layout, it is difficult to institute better and more effective rehabilitative programs.

After receiving funds for a new Correctional Facility, the Department of Institutions and the Prison Staff quickly obtained approval from the National Clearinghouse for Criminal Justice Planning and Architecture for its proposed advance designed facilities. The new construction will be on the existing site of the prison ranch.

It is anticipated that the major construction will be completed within two years, at which time the old facility will no longer be used for housing inmates. The change from the old to the new facility will allow further upgrading of all activities and programs as well as changing orientation from a custodial-industrial type environment to one of education, training, and treatment. This change in orientation is a result of the awareness that a new physical plant without improvements in the total correctional system would not be meaningful. Programming must be

relevant, tying into what is happening in the community; in fact, it must be as close to ongoing society as possible so that maximum generalization will take place as the incarcerated person moves from a rehabilitative environment into society.

The 33,000 acre ranch will continue to be an asset to the prison. Current ranch operations include growing hay and grain maintained pasture lands, keeping a 200-head dairy herd which is one of the most modern in the state, maintaining a 1600-head beef cattle herd, a swinery, and a slaughter house. The ranch operation is primarily geared to produce and supply the prison and most other state institutions with beef, pork, and meat by-products. Secondarily, the ranch serves as a vocational educational training ground. Currently, programs are being drafted which would train the inmates in such vocations as beef herdsman and feedlot or dairy industry technician. It is felt the ranch provides an ideal setting in which an offender can learn to become a supporting member of society.

Other inmate programs include:

POST SECONDARY EDUCATION PROGRAM FOR THE INCARCERATED

In January, 1973, the Prison implemented a post secondary education program for the incarcerated on a pilot basis through financial support of the Board of Crime Control and cooperation of the University of Montana. The results for the limited number of courses offered reflected a grade distribution fairly equal to students in a university setting. After exploring this as a possible means of inmate rehabilitation, the prison strongly felt that the program should be continued, and expanded. Through the joint efforts of the Prison, the University, and the Board of Crime Control, the program was continued and enlarged. At present, it offers the inmates a variety of useful courses scheduled so the inmates can take advantage of them. Some courses meet during the normal work day while others are held evenings or on weekends. The following table reflects a breakdown for classes offered during FY 74. (Table D-2)

From these results, the program is felt to be a success primarily because it meets needs of the young offender and may provide the spark which may make possible that change in his life that rehabilitators seek.

Table D-2

Course	Credit Hours	Enrollments	Grade Distribution
Speech 111 Introduction to Public Speaking	3	14	3 A's, 6 B's 4 C's, & 1 F
English 105 Explorations in Literature	3	19	5 A's, 8 B's, 2 C's, & 4 I's
Political Science 201 American Government	5	18	3 A's, 2 B's, 6 C's, 2 D's, 3 F's, 1 I, 1 drop
Business Administration 100 Business & Society	3	21	3 A's, 4 B's, 6 C's, 2 D's, 5 F's, & 1 I
History 261 U.S. History	4	22	1 A, 5 B's, 6 C's, 1 D, & 9 I's
Liberal Arts 151 Introduction to Humanities	3	21	5 A's, 10 B's, & 6 I's
Biology 101 Introduction to Biological Principles	4	18	4 A's, 5 B's, 3 C's, & 6 I's
History 104 European Civilization	4	20	1 A, 6 B's, 7 C's, 1 D, & 5 I's
Liberal Arts 240 Reservation Indian	3	22	11 A's, 2 B's, 1 C, & 8 I's
Chemistry 100 General Chemistry	3	14	2 A's, 3 B's, 3 C's, 3 D's, & 3 I's
Geography 100 Introduction to Physical Geography	5	17	2 A's, 6 B's, 5 C's, & 4 F's
English 100 Composition	3	13	4 A's, 2 B's, 1 C, & 6 I's
Business Administration 201 Financial Accounting	3	23	3 A's, 2 B's, 3 C's, 6 F's, & 9 W's
Psychology 230 Developmental Psychology	5	23	5 A's, 3 B's, 3 C's, 2 D's, & 10 F's
Political Science 231 Introduction to International Relations	5	19	1 B, 3 C's, 3 D's, 11 F's, & 1 I

Recapitulation: Post Secondary Education Program FY74

Courses offered		15
Quarter credits offered		56
Student enrollees		284
Average student enrollment		18.9
Grade distribution	A's	52
	B's	65
	C's	53
	D's	14
	F's	40
	I's	50
	Drops	1
	Withdrawals	9

The Post Secondary Education program per se is probably not the answer for all correction's clients, especially if the "success path" remains restricted to higher education as the only way to succeed. In today's penal institutions, enough resources must be programmed so that true rehabilitation may become a reality.

SECONDARY EDUCATION PROGRAM

The Secondary Education Program offers complete adult education, encompassing studies from grades 1 through 12 under the direct supervision of qualified teachers. A self-study program for the GED certificate is also available, allowing inmates to progress on their own or under the supervision of an education counselor. Correspondence courses are offered, but with the great number of other avenues open, the popularity of that type of study has declined.

Recapitulation: Secondary Education Programs FY72 - FY74

	1972	1973	1974
Cost - Education			
Adult Basic Education Program	$49,840.29	$50,645.00	$54,818.00
Performance			
ABE Program			
Inmates' Average Standard Achievement Test Score	7.7 grade	8.5 grade	8.2 grade
No. enrolled in academic classes	120	130	117
Total possible student hours	16,585	18,000	17,200
Teacher hours	7,780	8,000	7,200
No. of GED Certificates granted	27	40	37
No. taking correspondence courses	10	5	2

VOCATIONAL EDUCATION PROGRAMS

Vocational education programs are also available to the inmate in culinary arts, meat cutting, and auto mechanics. While only these three programs existed in FY74, the Prison received authorization to increase that number to six and possibly nine for FY 75.

Recapitulation: Vocational Education Program FY72 - FY74

	1972	1973	1974
Cost - Inmate Training			
Manpower Development & Training	$186,439.27	$145,933.00	0
Inmate Training			$135,500.00
MDTA Program (phase out in 73)			
No. of Vocational Training Courses (open entry-exit type)	3	3	0
No. enrolled in Vocational Training Courses	70	101	0
Vocational Training Programs Sponsored by State	(none)	(none)	3
No. enrolled in Vocational Training Courses	0	0	73

CLINICAL SERVICES PROGRAM

Funded by the Board of Crime Control, the Clinical Services Program employs one full-time clinical psychologist as project director and a second clinical psychologist on a consulting basis. Two part-time clinical psychologist trainees will be hired. This program is still in early stages, but is progressing.

INDIAN PRE-PAROLE OFFICER/COUNSELOR

Continuation of Board of Crime Control funding for services provided by the Indian pre-parole officer/ counselor has helped immensely in obtaining greater rapport with the Indian inmates and in their placement in vocational and educational programs as well as in post-release jobs.

A recent report prepared by the North American Indian League at Montana State Prison shows that an Indian's average sentence is 14.5 years, his average age is 24 years, and his average education level is 8.1 years. The report further shows that 41% are incarcerated for crimes of violence, 49% for non-violent crimes, and 10% for sex crimes.

Staff programs include:

PROFESSIONAL DEVELOPMENT TRAINING

The Board of Crime Control has funded the Prison's staff training programs to enable staff to have professional officer knowledge of the correctional process and human behavior.

The FY 74 program was a result of improvements over the FY 73 program. The new employee is required to complete a 40-hour Employee Orientation Course. A Probationary Correctional Officer is required to complete the 56-hour Correctional Officers' Basic Course, which is specifically designed to teach the new officer what his job involves. These two levels of training are state funded and are scheduled to be completed during the officer's probationary period. Experience has shown that the Prison's greatest attrition occurs during the first eighteen months of employment and is primarily linked to low salaries.

The Basic Professional Development Training Course is given correctional officers after 12 months of employment. Funded by the Board of Crime Control, it consists of 160 hours of intensified specialized classroom training and practical seminars. The courses are taught by University of Montana professors, local professionals, and the best inhouse specialists. An Advanced Professional Development Training Course consisting of 32 hours of specialized training was developed late in FY74 as an annual requirement for those officers with more than 2 years of tenure who have successfully completed the other levels of training.

POST SECONDARY EDUCATION PROGRAM FOR THE CORRECTIONAL STAFF

A Law Enforcement Education Program (LEEP) is now in its fourth year for the Correctional Staff. This program is sponsored by the University of Montana on an extension basis, and the courses given in Deer Lodge at the Powell County High School. Originally, the courses were administered as extension courses with no degree objective in mind and one or two courses were being offered each quarter. In March, 1971, four courses were offered per quarter on a four quarter basis and scheduling of courses has continued at that rate. In late 1971, the Two-Year Certificate Program for Correctional Officers was instituted. As of June, 1974, nine persons from the Correctional Staff have received their two-year certificates and five more are eligible. Further program improvements have been made during FY74 in that an AA Degree for Correctional Officers was approved and will be implemented with classes commencing Fall Quarter 74.

The LEEP program has been a tremendous asset to the Prison and has been well received. Class participation is approximately 20 students each quarter with an average total involvement of approximately 50 LEEP students. The courses are open to the public for $21.00 per quarter credit. Each class normally has four to six community people enrolled.

EQUIPMENT SUPPORT PROGRAM

Updating the Prison's vocational and in-service training equipment by the Board of Crime Control saved the Prison money in FY74. The necessary equipment was obtained for a vocational training course, to be implemented in FY75, in basic electricity.

Table D-3
Program Cost Summary
Montana State Prison Budget
FY 1972-1974

	FY 1972	FY 1973	FY 1974
Administration	$ 147,742	$ 146,366	$ 170,599
Care & Custody	1,404,637	1,443,668	1,546,682
General Services	585,565	562,273	734,552
Education	49,841	50,645	54,818
Ranch	391,237	361,064	794,739
Bureau of Identification	53,638	49,317	27,899
Manpower Development & Training	61,910	145,933	31,289
Plate Manufacturing	-0-	-0-	595,361
Inmate Training	-0-	-0-	135,500
TOTAL PROGRAMS	$2,694,570	$2,759,266	$4,091,439
Personal Services	1,887,477	2,004,937	2,246,073
Operating Expenses	695,497	686,853	1,798,194
Equipment & Livestock	28,268	15,309	47,172
LEAA Grants	83,328	52,167	-0-*
TOTAL BY CATEGORY	$2,694,570	$2,759,266	$4,091,439
General Fund	2,223,841	2,419,144	1,661,503
Earmarked Revenue Fund	314,664	108,908	610,795
Federal & Private Revenue Fund	90,670	85,281	1,819,141
Fire Clearance Fund	3,485	-0-	-0-
Manpower Development & Training	61,910	145,933	-0-
TOTAL FUNDING	$2,694,570	$2,759,266	$4,091,439

* Included in above

Table D-4
Employee and Inmate Cost Summary
FY 1972-1974

	1972	1973	1974
Cost - Administration	$147,742.74	$146,366.00	$170,599.00
Performance			
Employees			
Count	213	229	220
Hired	54	102	135
MDTA	13	0	0
Terminated	51	111	111
Year End Count	229	220	244
Inmates			
Annual per capita cost	9,894.45	9,714.01	12,792.14*
Daily per capita cost	27.10	26.61	35.05

*Includes Ranch Operation

Table D-5
Caseload Summary
FY 1972-1974

	1972		1973		1974	
Cost - Care & Custody	$1,404,637.00		$1,443,688.00		$1,546,682.00	
Performance						
Total Inmate Days	94,827.00		103,600.78		116,741.60	
Average Daily Count	259.06		284.06		319.84	
Receipts	Male	Female	Male	Female	Male	Female
Received Regular	220	5	259	10	205	9
Returned Parole Violators	57	0	53	0	48	1
Violated Suspended Sentence	36	4	20	1	21	0
Violated Deferred Sentence	0	0	0	0	21	2
Returned from Warm Springs	7	10	15	10	16	7
Returned from Swan River	14	0	26	0	15	0
Returned from Galen	2	0	1	0	2	0
Returned Probation Violators	7	0	7	0	6	0
Returned by Court Order	3	0	4	0	4	0
Returned from Escape	10	1	7	2	11	1
Rcd. under Interstate Compact	3	0	4	0	3	0
Received for Safe Keeping	0	0	0	0	3	0
TOTALS	359	20	396	23	355	20

Table D-6
Montana State Prison
Inmate Analysis

The following is a compilation of statistical data relating to the prison and its population.

Monthly Admissions to State Prison - FY1974

	FY74		FY74
July	27	January	33
August	22	February	33
September	19	March	37
October	32	April	36
November	31	May	31
December	40	June	34

TOTAL - 375 (FY1974)

Admissions by Crime

	FY1974*
TOTAL	258
Against Person	(77)
Homicide	9
Forcible Rape	8
Robbery	19
Assault	29
Manslaughter	7
Lewd & Lascivious Acts	5
Against Property	(143)
Arson	2
Burglary	53
Destruction of Property	6
Larceny-Theft	34
Receiving Stolen Property	9
Crimes Involving Checks	39
Other	(38)
Drugs	27
Sex	0
Other	11

*New Receipts Only

Table D-6 (continued)

Admissions by Race and Sex

	FY1974
White	187
Indian	20
Indian/White	38
Indian/Negro	1
Negro	4
Mexican	4
Mexican/White	1
Spanish	1
Spanish/White	2
TOTAL	258*
Male	247
Female	11
TOTAL	258*

*New Receipts Only

Admissions to Prison by Age

AGE	FY1974
17 & under	1
18-20	59
21-25	86
26-30	38
31-35	18
36-40	13
41-45	14
46-50	12
51-55	9
56-60	7
60 & over	1
TOTAL	258*

*New Receipts Only

New Receipts Only are defined as those inmates who are received regular, violated suspended, or deferred sentences.

Table D-7
Releases From Montana State Prison FY1974

	Total	Paroled	Discharged	Other
July	27	10	6	11
August	29	19	7	3
September	28	18	2	8
October	24	14	6	4
November	22	16	2	4
December	26	21	4	1
January	21	9	8	4
February	29	19	3	7
March	33	24	4	5
April	37	24	5	8
May	36	24	7	5
June	34	21	3	10
TOTAL	346	219	57	70

Table D-8
Releases From Montana State Prison by Type FY1974

	Male	Female	Total
Parole Regular	199	8	207
Parole in Custody	11	1	12
Discharged Regular	24	0	24
Discharged with Balance Suspended	32	1	33
Deceased	2	0	2
Escaped	15	0	15
Transferred to Warm Springs	18	8	26
Transferred to Swan River	12	0	12
Released on Bond	1	0	1
Released by Court Order	5	0	5
Released for Interstate Transfer	4	0	4
Transferred to Pine Hills	1	0	1
Safe Keeping Release	1	0	1
Discharge & Remains	1	0	1
Transferred to Galen	2	0	2
TOTAL	328	18	346

Table D-9
Manpower
Staff-Inmate Ratios FY1974

Category	Ratio
Correctional Staff	1:2.64
Treatment	1:22.86
Medical	1:53.33
Teachers	1:26.67
Support	1:4.71
Overall (221:320)	1:1.45

THE BOARD OF PARDONS

In 1955, the State Legislature revised the laws dealing with parole, probation, and executive clemency, appointing a field staff and a 3-man Board of Pardons that meets once a month.

Executive Offices of the Board are located at 1119 Main Street, Deer Lodge. Division Offices are located in Missoula, Great Falls, Billings, Kalispell, Polson, Butte, Havre, Helena, Bozeman, Glendive, and Miles City.

The Board of Pardons administers Adult Probation for Montana's eighteen Judicial Districts and twenty-eight Judicial District Judges, and furnishes the counties with requested services. (See Illustration D-1, Map of Judicial Districts) The map in illustration D-2 shows the Division and District Offices of the Board of Pardons.

Principal goals of the agency include protecting society during the offender's term of sentence required for proper behaviorial modification, and returning to society a law-abiding citizen able to live within the framework of law and order.

Objectives of the Board of Pardons are:

1. To provide the offender with sufficient supervision to eliminate further acts of delinquency without dehumanization;

2. To help the offender locate proper residence and employment to sustain his needs during the entire term of sentence on probation or parole;

3. To facilitate proper treatment the offender may require for good physical and mental health;

4. To better enable the offender to operate within the system and to cope with handicaps imposed as a result of the conviction;

5. To encourage the offender to seek additional academic or vocational training as required to obtain his or her goals for the future;

6. To provide fair and just treatment for all regardless of ethnic origin or religious beliefs.

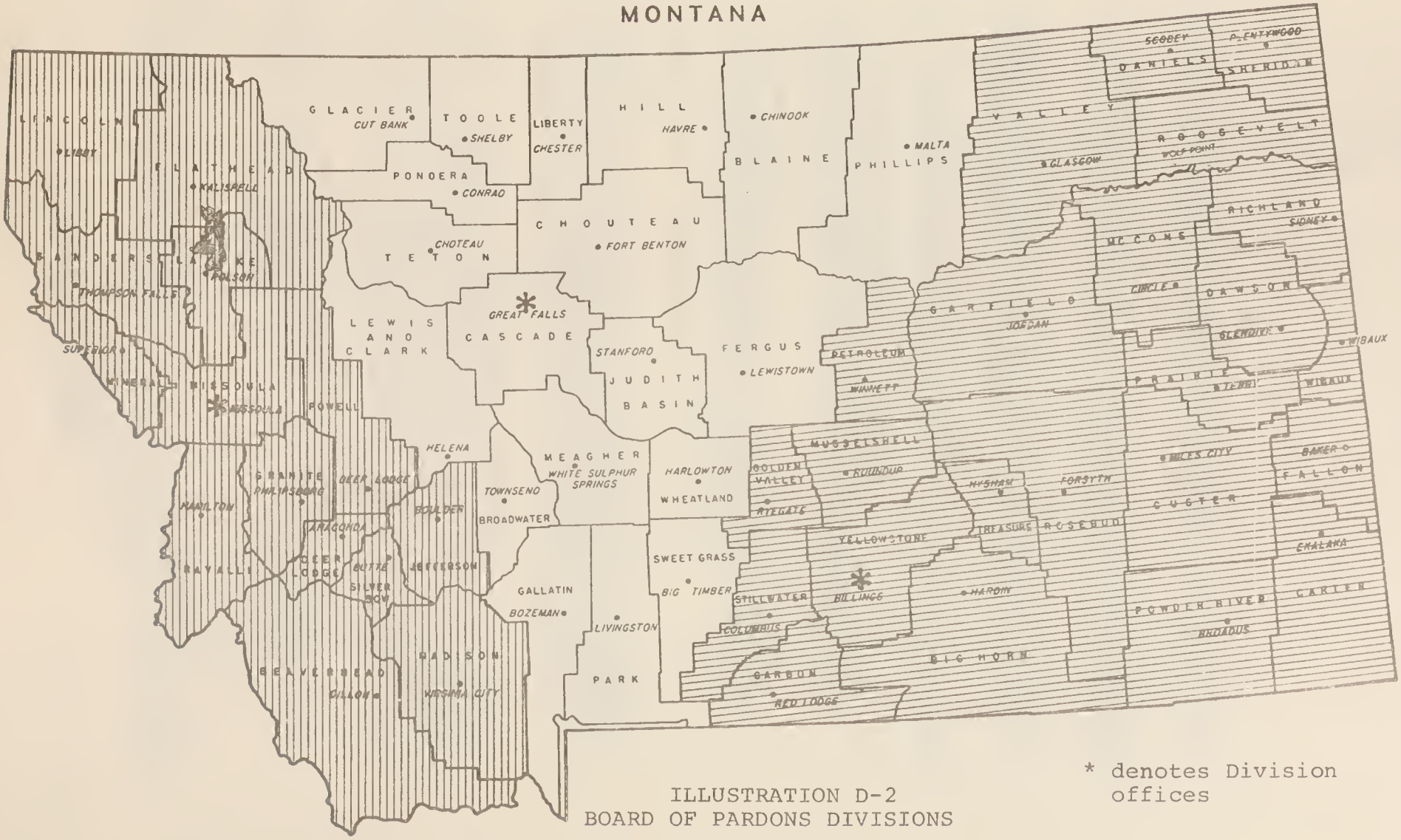


ILLUSTRATION D-2
BOARD OF PARDONS DIVISIONS

* denotes Division offices

Table D-10
Caseload of Board of Pardons for Fiscal Year
Ending June 30, 1974

	Interviews	Parole Revocation Hearings	P.V.'s Reparoled	Public Hearings	Discussion Cases	Total
July-August, 1973.....	56	10	2	1	17	86
September, 1973.....	36	5	2	1	13	57
October, 1973.....	32	10	0	0	12	54
November, 1973.....	30	8	0	0	9	47
December, 1973.....	23	6	0	0	6	35
January, 1974.....	31	5	0	1	12	49
February, 1974.....	35	7	0	0	11	53
March, 1974.....	29	5	0	0	9	43
April, 1974.....	36	5	0	1	7	49
May, 1974.....	35	5	0	0	10	50
June, 1974.....	36	7	0	1	15	59
TOTALS.....	379	73	4	5	121	582

TABLE D-11
BOARD OF PARDONS EXPENDITURES

Fiscal Year 1975

EXPENDITURES	
Personal Services.....	$300,555.00
Operations and Capital.....	79,437.00
TOTAL EXPENDED.....	379,992.00

SOURCE OF FUNDING	
General.....	370,556.00
Federal and Private Revenue Fund.....	9,436.00
TOTAL FUNDING.....	379,992.00

TABLE D-12

REPORTS RENDERED BY FIELD OFFICERS DURING FISCAL YEAR
Ending June 30, 1974

	Field Inv.	Pre-Sent. Inv.	Pre-Rel. Inv.	Prob. Inv.	Viol. Inv.	Exec. Clem.	Total
July, 1973.....	9	36	25	40	62	2	174
August, 1973.....	17	28	47	41	84	9	226
September, 1973...	5	33	29	60	71	3	201
October, 1973.....	11	44	34	68	78	2	237
November, 1973....	11	65	38	72	75	2	263
December, 1973....	18	39	30	61	84	3	235
January, 1974.....	16	49	20	52	78	2	217
February, 1974....	17	64	45	58	72	1	257
March, 1974.....	16	66	44	61	94	2	283
April, 1974.....	21	45	60	80	84	4	294
May, 1974.....	22	61	59	63	103	2	310
June, 1974.....	21	57	58	62	90	2	296
TOTALS.....	190	587	489	718	975	34	2,993

TABLE D-13

	Clients Receiving Final Discharges	Conditional Discharges from Supervision	Paroles Granted
July, 1973.....	11	3	10
August, 1973.....	8	5	19
September, 1973....	3	11	18
October, 1973.....	13	2	14
November, 1973.....	2	7	16
December, 1973.....	17	7	21
January, 1974.....	17	4	9
February, 1974.....	3	2	19
March, 1974.....	17	2	24
April, 1974.....	8	1	24
May, 1974.....	11	7	24
June, 1974.....	8	8	22
TOTALS.....	118	59	220

TABLE D-14
PAROLED BY COUNTIES

County	No. Paroled	County	No. Paroled	County	No. Paroled
Beaverhead	2	Granite	0	Powell	25
Big Horn	1	Hill	3	Prairie	0
Blaine	1	Jefferson	0	Ravalli	0
Broadwater	1	Judith Basin	0	Richland	0
Carbon	2	Lake	2	Roosevelt	0
Carter	0	Lewis & Clark	29	Rosebud	0
Cascade	18	Liberty	0	Sanders	0
Choteau	0	Lincoln	2	Sheridan	0
Custer	5	McCone	2	Silver Bow	12
Daniels	0	Madison	0	Stillwater	0
Dawson	1	Meagher	2	Sweetgrass	0
Deer Lodge	13	Mineral	3	Teton	1
Fallon	0	Missoula	9	Toole	1
Fergus	2	Musselshell	1	Treasure	0
Flathead	7	Park	1	Valley	0
Gallatin	6	Petroleum	0	Wheatland	1
Garfield	0	Phillips	0	Wibaux	0
Glacier	0	Pondera	0	Yellowstone	19
Golden Valley	0	Powder River	0	Out of State	48
TOTALS	59	Totals	54	Totals	107

Paroled In State.....172
Paroled Out of State..... 48

GRAND TOTAL.....220

TABLE D-15
CASEOAD OF FIELD OFFICERS

	MONTANA		OUT OF STATE IN MONTANA		
	Parole	Probation	Parole	Probation	Total
July, 1973	306	892	38	109	1,345
August, 1973	286	851	48	89	1,274
September, 1973	288	906	46	93	1,333
October, 1973	283	924	47	93	1,347
November, 1973	281	935	41	106	1,363
December, 1973	294	967	41	113	1,415
January, 1974	288	953	47	117	1,405
February, 1974	274	979	44	111	1,408
March, 1974	272	1,003	42	116	1,433
April, 1974	289	1,056	40	109	1,494
May, 1974	277	1,057	38	103	1,475
June, 1974	300	1,093	38	102	1,533
MONTHLY AVERAGES	286.5	968	42.5	105.1	1,377.3

TABLE D-16
BOARD OF PARDONS
Deer Lodge, Montana

Fiscal Years	1967	1968	1969	1970	1971	1972	1973	1974
Paroled	208	213	181	307	284	284	255	220
Parole Revocation Hearings	62	89	54	72	89	63	52	73
Field Investigations	1,260	1,232	1,368	3,282	2,026	2,231	2,596	2,993
Probation (Monthly Average)	365	358.9	446.6	521.5	633	739.2	785	968
Parole (Monthly Average)	206.7	175.7	192.4	201.9	277.7	298.3	286.5	296
Prison Population (Monthly Average)	535	523	462	363	260	259	320.25	286

The Board of Pardons is concerned with the following target groups:

1. PROBATIONER: Probation is a course of treatment in which final action in a case is suspended or deferred, allowing the offender to remain at liberty, subject to conditions imposed by or for the Court, under the supervision and guidance of a parole-probation worker.

2. PAROLEE: A parolee is an offender who, after serving part of a term in a correctional institution, is conditionally released under supervision and treatment by a parole-probation worker.

The Board employs 28 people supervised by a Director and his administrative staff, which includes an Assistant Director, Institutional Parole Officer, and three employees. Additional Administrative staff is composed of three Division Supervisors who reside in their respective divisions.

A parole and probation officer must have a bachelor's degree in behaviorial science or a related field; however, education can be substituted on a 2 to 1 basis for experience in a related field.

Duties of the Parole Board are: to review requests for parole, to conduct parole violation hearings, and to conduct public hearings for executive clemency.

Parole is granted at the discretion of the Parole Board. In general, parole is granted when, in the Board's judgment, a prisoner who has made a satisfactory adjustment and is otherwise eligible will avoid violation of the law, and when the factors which will affect him and his dependents upon release assure adequate public security. These factors vary in every case. The Board evaluates each case on its merits and acts as its judgement indicates to grant parole or to continue the case at a later date.

The following are some of the factors the Board considers in its decision making:

A. Sentence Data
   1. Type of sentence
   2. Length of sentence
   3. Recommendation of Judge, County Attorney, and other responsible officials and citizens

B. Facts and circumstances of the offense
   1. Mitigating and aggravating factors
   2. Activities following arrest and prior to confinement, including adjustment on bond or probation, if any

C. Previous criminal record
   1. Nature and pattern of offense(s)
   2. Adjustment to previous probation, parole, and confinement
   3. Detainers

D. Changes in motivation and behavior
   1. Changes in attitude toward self and others
   2. Reasons underlying changes
   3. Personal goals, motivation and resources available

E. Personal and social history
   1. Family and marital
   2. Education, academic and vocational
   3. Employment and military experience
   4. Physical and emotional health

F. Institutional Experience
   1. Program goals and accomplishments
      a. Religion
      b. Therapy
      c. Vocational training or work assignments
      d. Academic
      e. Recreation and leisure time use

   2. General Adjustment
      a. Inter-personal relationships with staff and peers
      b. Behavior, improvement and misconduct

   3. Physical and emotional health and treatment

G. Community Resources
   1. Residence: family, friends, or other
   2. Employment: work, training and academic
   3. Special needs: hospitalization, halfway house, etc.

Steps in parole are:

1. Pre-parole committee composed of prison department heads, with the Warden as Chairman, meet ten days to two weeks before the Parole Board meets to make recommendations. A report on each inmate reviewed is forwarded to the Board of Pardons for study by Board members.

2. The institutional parole officer makes a separate report based on an interview with the prisoner, on his prison records, and on records of the Board of Pardons.

3. The members of the parole board review case studies sent to them each month at least one week prior to the monthly meeting. At the board meeting in Deer Lodge, each inmate is interviewed, cases are reviewed, and decisions are made to grant or deny parole.

4. Those granted parole are required to attend pre-release school held by the institutional parole officer. This school includes a review of the rules and regulations they must live by while on parole. At this time each prospective parolee submits his final parole plan. The institutional parole officer in turn sends these plans to the field officer in the district the parolee intends to go to. The plan is investigated by the field officer and if he approves, he returns it to the institutional parole officer who clears the inmate from prison on his parole eligibility date.

5. When a parolee violates the terms and conditions of his parole, he is afforded the opportunity of a preliminary on-site hearing. This hearing is held by a Hearing Officer from the Board of Pardons to determine if there is probable cause to believe the parolee has violated the terms and conditions of his parole. If it is determined there is probable cause, the parolee is returned to prison and will have a hearing before the Board at its next meeting. After considering reports from the field supervisor and studying the testimony of the witnesses heard at the hearing, the Parole Board may: 1) reparole, 2) require that additional time be served on the sentence, or 3) require that the full sentence be served.

The Board is also required to study requests for commutation hearings,to hold public hearings for commutation recommendations to the Governor, to study cases for discharge from supervision when recommended by the field officer, and to grant or deny this request.

The following is the complete procedure for executive clemency or pardon:

1. Individual makes application to the Director of the Board of Pardons in letter form giving his current address and reason for applying for a pardon.

2. Upon receipt of this letter:

   A. An application for executive clemency is forwarded to the applicant to be filled out and returned with three (3) letters of recommendation. Letters can be from a businessman, minister, sheriff, policeman, friend, or other interested person.

   B. A request for investigation is sent to the field officer in the area where the applicant resides. The field officer investigates and returns the request upon completion.

   C. The Central Office requests a current FBI rap sheet.

3. The applicant returns his completed application and letters of recommendation to the Central Office.

   The field officer's investigation is received at the Central Office, a date is set for the applicant to appear before the Board of Pardons, and he is notified when and where to appear.

4. The Central Office staff compiles all information received from the applicant, field officer, records and current FBI rap sheet and submits it to the Board with its recommendations.

5. The applicant appears before the Board of Pardons for a personal interview. The Board considers all the information it has received and recommends or denies executive clemency for the applicant.

6. The above information is forwarded along with all material received by the Central Office to the Governor, who considers all the information submitted to him, and grants or denies executive clemency.

7. The Office of the Governor notifies the applicant of his decision.

8. The Governor is the only person who has power to grant executive clemency.

The rules and regulations of the Board of Pardons for parolees and probationers are as follows:

1. The parolee or probationer shall respect and obey the law and at all times be a good citizen.

2. The parolee is under the legal custody of the Montana State Prison and the warden thereof. The probationer is under the jurisdiction of the sentencing court and all parolees and probationers are under the control and supervision of the Board of Pardons.

3. The parolee or probationer shall proceed without delay to his assigned destination and report his arrival within 24 hours to the parole officer or other designated person. If paroled to a destination within the state, he may not remove himself from the district without first securing permission from the parole officer.

4. The parolee or probationer must make a monthly report on the last day of each month thereafter to the parole officer giving required information on forms provided.

5. The parolee or probationer shall not carry or be in possession of any burglary tools or deadly weapons as defined by the state statute.

6. The parolee or probationer shall not use to excess beer or intoxicating liquors. He shall not buy, sell, use, or be in possession of dangerous drugs.

7. The parolee or probationer shall make proper efforts to find and keep employment and shall support his legal dependents, if any.

8. If marriage is planned, the parolee or probationer must inform his parole officer.

9. Any installment or credit purchases shall be made only with permission of the parole officer.

10. The Board of Pardons may require additional conditions to be met by the parolee or probationer in order to best suit him for society.

INTERSTATE COMPACT ARRANGEMENT

In 1934, Congress authorized agreements or compacts among the states for cooperative effort and mutual assistance in the prevention of crime. Since then, each of the fifty states, plus Puerto Rico and the Virgin Islands, has become signatory to an interstate compact for the supervision of parolees and probationers.

The primary purpose of the Interstate Probation and Parole Compact is to discourage the practice of "sundown probation or parole;" i.e., release conditioned upon leaving the jurisdiction, never to return, and without thought given to supervision. That practice was, of course, self-defeating and a denial of the fundamental goal of probation and parole to end criminal careers through the rehabilitation of those convicted of crime.

CITY-COUNTY JAILS

Montana's local community jails are independent of any statewide authority. Each community having a jail facility is required to construct, operate, and maintain the facility and auxiliary programs utilizing local administration.

Montana law states: "There must be built or provided and kept in good repair in each county, one common jail, at the expense of the county, at the county seat."

To determine the condition of local jails, a survey was conducted between February, 1973, and March, 1974, on the physical condition of 56 county or consolidated jails, 40 city or county-branch jails, and 5 Indian tribal jails.

The survey found most jails in fair to poor condition (generally, however, tribal jails are newer and better equipped than most city and county jails) although the condition of all jails varies considerably.

There is a continuing trend in Montana for consolidation of jail facilities. The 1973-74 survey shows there are 38 city-county consolidated jails and 24 county seats with separate city and county jails, but there are 10 communities which are considering or have already planned future consolidation of jail facilities, which leaves only 8 county seats in which separate city jail facilities are maintained.

JAIL FACILITIES

Age of the Jail Facilities*

Year of Construction	County	City
Before 1900	10 (18%)	3 (8%)
1900 through 1919	25 (45%)	8 (20%)
1920 through 1939	12 (21%)	6 (15%)
1940 through 1959	2 (3%)	7 (17%)
1960 through 1974	6 (11%)	10 (25%)
Year unknown	1 (2%)	6 (15%)

Two of the county and 3 of the city jail facilities are new since the 1971 jail survey. Ten more counties and cities have indicated that new jail facilities are definitely planned in the near future, and an additional 7 have tentative plans for new jail construction. Also, 5 jails have planned or are already engaged in extensive jail remodeling projects.

* 1973-74 Survey

Capacity of the Jails*

Total bed capacity of the county jails was found to be 1104; city jails 310.

Bed Capacity	County Jails	City Jails
Fewer than 10 beds	16 (28%)	29 (72%)
10 - 24 beds	24 (43%)	8 (20%)
25 - 39 beds	11 (20%)	3 (8%)
40 or more beds	5 (9%)	--

A total of 208 prisoners were incarcerated in county jails on the dates of survey visit. There were 35 present in the city jails visited.

Admission Procedures and Recordkeeping*

Five county jails and 24 city jails are operated only as short-term lockup facilities; prisoners are not held for longer than 48 hours, and admission procedures are minimal. The remaining jails will hold prisoners for longer periods of time.

Admission Procedures for Long-Term Prisoners Include*	County	City
Recording of health information	12 (21%)	--
Prisoner weigh-in	5 (9%)	--
Mandatory shower	26 (46%)	5 (17%)
Issue of jail clothing	26 (46%)	1 (3%)
Issue of sheets or mattress cover	19 (34%)	7 (17%)
Issue of a mattress	all	all
Issue of blankets	all	all

Physical and Mechanical Aspects*

Heating	County	City
Adequate	40 (71%)	27 (68%)
Poor	13 (23%)	7 (17%)
Ventilation		
Good	11 (20%)	15 (38%)
Fair	21 (37%)	5 (12%)
Poor	24 (43%)	14 (35%)
Lighting		
Good(20 foot-candles)	9 (16%)	8 (20%)
Fair(10-20 foot-candles)	30 (54%)	16 (40%)
Poor(10 foot-candles)	17 (30%)	10 (25%)

* 1973-74 Survey

Electrical Hazards

Thirty-six county jails and 15 city jails have unprotected light fixtures in detention areas, or other hazardous electrical wiring conditions.

Floor space - Twenty-four county and 8 city jails do not meet the requirements of 50 square feet of floor space for each potential occupant. Some have 4 bunks in cells with as little as 60 square feet of floor area.

Fire Safety*

Detention facilities by their nature present a special fire danger. Jails for the most part are of non-combustible construction, but bedding and other combustible contents are a hazard. Nine of the jails reported the occurence of jail fires in recent years, and one fire resulted in a death.

Only 8 (14%) county jails and 8 (20%) city jails had no noted deficiencies in fire safety provisions.

Toilet and Bathing Facilities*

All the jails have toilet facilities for inmates, and most have lavatory and bathing facilities. In many of the older jails, plumbing fixtures are deteriorated and in poor repair.

Bathing Facilities	County	City
Showers, or shower & tubs	45 (80%)	18 (45%)
Bathtubs only	7 (13%)	--
No bathing facilities	4 (7%)	20 (50%)
Facilities in insufficient numbers	13 (23%)	--
Facilities in poor condition	26 (46%)	6 (15%)
Toilet Facilities		
Inadequate number	6 (11%)	5 (12%)
Fixtures in poor condition	19 (34%)	6 (15%)
Lavatories		
Inadequate number	3 (5%)	6 (15%)
No lavatories provided	--	3 (8%)
Fixtures in poor condition	11 (20%)	5 (12%)
Only cold water supplied	19 (34%)	16 (40%)

*1973-4 Survey

Jail Food Service*

Prisoner meals are obtained in various ways. Some jails have a kitchen, some obtain meals from a licensed restaurant or caterer, and in others food is prepared in a home kitchen (e.g., by sheriff's wife or a deputy's wife) and brought to the jail. Only 8 of the jails maintain records of the daily menus.

Food Preparation	County	City
Kitchen located in the jail	23 (41%)	5 (13%)
Hired cook, or staff members cook	17 (30%)	4 (10%)
Prisoners Cood(unsupervised)	6 (11%)	1 (3%)
Food prepared in an unlicensed "home" kitchen	18 (32%)	--
Meals from a licensed outside establishment	15 (27%)	27 (67%)
No food service provided	--	8 (20%)
Feeding Schedule		
Three meals served	15 (27%)	7 (17%)
Two meals served	29 (52%)	19 (48%)

Dining Facilities

Most often prisoners are fed in their cells. Eleven county jails and 1 city jail have dayroom or bullpen areas with tables and benches, or a table in the kitchen area. None has a separate dining room.

Housekeeping and Maintenance*

Many of the jails rely in whole or in part on the inmates to clean the detention areas. Varying degrees of staff supervision and inspection are employed. In some cases trusty prisoners also do minor maintenance or painting chores, but as a rule inmate duties are limited to general housekeeping. Proper cleanliness and sanitation are hampered in many of the jails by poor design and by general deterioration of the building interior.

Cleaning and Housekeeping Duties	County	City
Chiefly by prisoners	35 (62%)	13 (32%)
Chiefly by staff personnel	7 (13%)	9 (23%)
Building janitor	14 (25%)	3 (8%)
Cleaning observed to be inadequate	27 (48%)	12 (30%)
Jail not easily cleanable	22 (39%)	7 (17%)

* 1973-4 Survey

Laundry*

Many of the small jails and lockups have only blankets to launder. Others regularly launder blankets, sheets, towels, and jail clothing. In most cases the laundry is sent to a commercial establishment.

Laundry Facilities	County	City
Laundry facilities provided in the jail	11 (20%)	1 (3%)
Prisoners wash clothing in their cells	6 (11%)	1 (3%)
Laundry done outside the jail	26 (64%)	24 (60%)

Medical Coverage for Inmates*

None of the jails has a full-time jail physician. In one county the full-time health officer provides medical coverage for the jail part-time, and the remaining jails obtain medical care in the following ways:

	County	City
Physician "on-call"	37 (66%)	17 (42%)
Available physician at a local hospital or clinic	10 (18%)	9 (23%)
County nurse "on-call"	3 (5%)	2 (5%)
No medical care available locally	5 (9%)	12 (30%)

* 1973-4 Survey

Separation of Prisoners*

Juveniles

Forty-four county jails segregate juveniles from adults, 3 do not, and 6 do not hold juveniles.

Ten city jails segregate juveniles and 9 do not hold juveniles.

Twenty-nine county and 2 city jails reported foster home care is available for the detention of juveniles.

Twenty-two county and 4 city jails reported that juveniles are allowed to attend school while in jail. Others surveyed stated that this problem was not applicable to them.

Dependent and/or neglected children are kept in 12 county jails and in 3 city jails. Other city facilities surveyed noted that this problem was not applicable.

The juvenile court uses the jail as a deterrent to delinquency by placing juveniles in jail over the weekend in 33 county jails and 8 city jails surveyed.

Adults

Felons are kept separate from misdemeanants in 13 county jails and in 4 city jails. In 40 county jails, they are not kept separate.

Five of the county jails surveyed and 2 of the city jails keep sentenced prisoners separate fromthose awaiting trial or disposition. This was not applicable to the remaining jails.

Sentenced drunks are kept separate from other prisoners in 19 county jails and in 9 city jails. Two of the jails do not separate them. The remaining jails have only an overnight detention facility.

Persons Experiencing Alcohol Withdrawal or Drug Intoxication*

Thirty-two county jails have no special facilities for persons experiencing alcohol withdrawal; 8 have a drunk tank, and 7 have a special cell.

Ten city jails take persons experiencing alcohol withdrawal to the hospital, 7 have special facilities, and 1 has a padded cell.

* 1971 Survey

Twenty-nine county jails send persons experiencing drug intoxication to the hospital and 5 put them in isolation. Sixteen jails have no special facilities for dealing with these persons.

Of the city jails, 10 reported that persons experiencing drug intoxication are taken to the hospital. One jail puts them in a padded cell. In 7 jails there are no special facilities for handling these persons.

Fifteen county and 2 city jails make religious counseling available and 22 county and 7 city jails have work furlough programs.* Upon request, Alcoholics Anonymous programs are usually available.

All jails will hold prisoners for other cities and counties. In 46 counties, federal prisoners are held in the county jail. Ten city jails keep federal prisoners overnight only.*

The counties surveyed in 1971 reported a total of 298 sworn law enforcement personnel and 125 non-law enforcement personnel.

The 13 cities surveyed in 1971 reported a total of 326 officers and 79 other personnel -- mostly clerical. The law enforcement personnel of both counties and cities all share the duties of jailer. Very few of the jails surveyed had designated certain personnel as full-time jailer.

When female prisoners were held, the matron in many cases was the sheriff's or deputy's wife.

Periodic shakedown of the cells and cell block area is a common practice and efforts are made to do this inspection at irregular times to avoid establishing a pattern the inmates recognize.

Most jails have a double door locking system which provides additional security. When it is necessary to enter the cell block area for feeding or admitting another person, the general practice is to utilize two officers whenever practicable.

Although statewide figures are in some cases approximate, the 1973-74 jail survey shows that between July 1, 1973, and June 30, 1974, some 10,271 persons were incarcerated in city and county jails for an average stay of 15 days.

*1971 Survey

JUVENILE CORRECTIONAL INSTITUTIONS

Swan River Youth Forest Camp

In 1967, legislation created the Swan River Youth Forest Camp, established as a cooperative effort between the Department of Institutions and the State Forester. Since then, the Division of Vocational Rehabilitation has also become involved in the rehabilitation program. The institution is charged with the care, custody, and rehabilitation of boys aged 16 to 25 who have been transferred from Pine Hills School or the Montana State Prison, or committed directly from a district court. The direct commitment now accounts for approximately 50% of all commitments to the institution.

The institution, which has a rated capacity of 50, maintains an average daily population of 41, up from the previous year. Median length of stay is 4.5 months. Many of the young inmates transferred from the prison remain in residence for only one or two months.

The annual per capita cost is $5,481 or $15.01 per capita. The total fiscal budget for the camp is $224,748, which includes $58,000 of federal funds (Division of Vocational Rehabilitation and ESEA Title I). Full-time employees number 21 with a resident full-time employee ratio of 1.95 to 1.

Federal funds established a special educational program which includes a teacher and an assistant. The three areas of emphasis are remedial work, special needs, and preparation for the graduate equivalency examination. This program increases the probability of residents' success upon release. Fifty-nine boys participated in the program in 1973.

Vocational programs are among the core concerns of the camp. Teaching good work habits is considered more important than teaching a trade, although residents are given experiences with as many different types of work as possible in the isolated environment. The residents work with the State Forestry Department in all areas of timber management except marketing. Other activities are: fire prevention, suppression, and control; first aid; search and rescue; and limited equipment operation and maintenance. Camp residents develop and maintain public campgrounds in the surrounding recreational areas and improve and maintain Forest Service roads and bridges. The residents' work completed for the Forest Service last year was valued at more than $60,000.

Job evaluation and assessment are obtained from the vocational rehabilitation counselor on a limited basis. Plans are being made for a more in-depth and complete evaluation and assessment. The vocational rehabilitation counselor also assists with training and employment placement upon release of the resident. Also involved in the program are eight other counselors with an average caseload of 6 residents. The Mental Health Clinic in Ronan accepts referrals in order to provide complete diagnostic services and in-depth professional counseling.

The camp boasts a recidivism rate of 12% for the first 5 years of operation and a recent study shows that 80% of the releases are "making it" on their first release.

An in-service staff training program is taught by instructors from the University of Montana, and is available to all the employees of the institution.

Both program and camp setting present opportunities for personal involvement, self-work, and increasing self-respect of the young man. This provides for the return to society of the well-adjusted, healthy person who can make correct decisions and positive contributions.

Table D-17
Swan River Youth Camp

Physical Capacity:

Educational Capacity - 50
Dormitory Capacity - 50 - Biennium - 35 limit
Food Service Capability - 50

Staff: 19

Program	Full-Time Equivalent
Administration	4.00
Care and Custody	12.00
General Services & Physical Plant	4.00
Education & Training	1.00
TOTAL	21.00

Average Enrollment - 41
Average Length of Stay - 4.5 months
Student/employee ratio - 1.95:1
Cost per student day -$15.01
Cost per student year - $5,481

Total Operating Plan and Average Population
Summary

	Total Cost	Average Population
FY 1970	235,975	30
FY 1971	203,109	26
FY 1972	258,027	25
FY 1973	224,748	41

Follow-up from start of project through April, 1973:

Fiscal Year	Gainfully Employed, Closure	No. Referred
1969	0	69
1970	6	33
1971	14	34
1972	26	38
1973	40 est.	70 est.

Only 7 of 18 judicial districts are sentencing to SRYFC; these referrals are expected to greatly increase as more districts utilize as an alternative to an institution.

Closed as gainfully employed through fiscal year 1972 - 46 clients

Attempted follow-up.....46
Successful personal adjustment.....31
Employed same job.....10
Employed other appropriate job.....15
College on G.I. Bill..... 1
Training under B.I.A. 1

Returned to institution:
Montana State Prison..... 1
Montana State Hospital..... 1
Deceased..... 1
Unemployed..... 4
Whereabouts unknown.....11

Unsuccessful case closures - 2
1 deceased, hit and run accident
1 in prison in California

Mountain View School for Girls

The Mountain View School for Girls was established in Helena in 1919 as an extension of the Boys and Girls Industrial School at Miles City.

The school is charged with the care, education, and rehabilitation of girls between the ages of 10 and 21 who are committed to the institution by the juvenile courts as adjudicated juvenile delinquents.

Mountain View School is within the Department of Institutions. The Institution has a rated capacity of 75, and an average daily population the last 3 years of 69,65 and 59. The school had 63 new commitments during FY 73-74. The average length of stay was 9.1 months compared to 10.6 months in the preceding year.

The annual cost of keeping a child at Mountain View is $7,157.65, or $19.61 per day. The current employee - student ratio is 1.07/1.

Table D-18
Mountain View School

Physical Capacity:

Educational Capacity - 75
Dormitory Capacity - 80
Food Service Capability - 90

Staff: 60

Program	Full-Time Equivalent
Administration	5.0
Care & Custody	31
General Services & Physical Plant	12.0
Education & Training	12.86
TOTAL	60.86

Commitment Cases

Average Enrollment - 65
Average Length of Stay - 9.1 months
Student/Employee ratio - 1.07:1
Cost per student day -$19.61
Cost per student year -$7,157.65

TABLE D-19
Mountain View School
Budget: FY 73

Program	Total Operational Plan	General Fund	PHS Fed. & Private Revenue Fund
Administration	66,752	66,752	
Care & Custody	251,793	230,714	9,214
General Services & Physical Plant	143,684	143,684	
Education & Training	87,953	92,953	5,000
TOTAL	512,145	506,931	14,214

Total Operating Cost & Average Population
Summary

	Total Appropriation	Average Population
FY 1970	425,606	64 - 1969-70FY
FY 1971	474,162	69 - 1970-71FY
FY 1972	512,905	65 - 1971-72FY
FY 1973	556,933	60 - 1972-73FY
FY 1974	568,607	
FY 1975	591,375	(1)

The Social Services Department consists of a director, 2 caseworkers, a psychologist, and a secretary. Individualized treatment and counseling programs are emphasized. The function of the department has been expanded with the increased use of the pre-adjudication evaluation. Recent legislation permits juvenile courts to send a girl to Mountain View for evaluation before making a final disposition. Twenty-two such cases were processed last year and present indicators forecast a more extensive use of this service in the future.

Involvement in the community is a major part of the rehabilitation process of Mountain View. Last year all the girls participated in an off-campus program involving some 1,900 student trips to town during the year. The girls have also worked as teachers' aides and nursery school aides, and nurses' aides at St. Peters Hospital, the Masonic Home and Western Care Nursing Home. Two girls attended Carroll College as part-time special students; others attended C.E.P. and Helena Vo-Tech.

Individual treatment of the residents is maintained throughout the rehabilitation program whenever possible. This includes counseling, education, and discipline procedures. The emphasis of the entire treatment and rehabilitation program is on the improvement of the girls' self-images and on the development of self-control.

The Group Life Department consists of a director and 21 cottage parents serving in 3 cottages.

To allow the old administration building to be used exclusively for the school program, a long-vacant cottage building was remodeled, eliminating the necessity of constructing a new school building.

The Education Department consists of a director, 8 full-time teachers, and 2 part-time teachers. The use of student teachers from Carroll College in Helena has been very helpful in providing individualized instruction. The increase in staff has allowed the curriculum to expand to over forty courses, including Black studies, Indian studies, drug abuse education, ceramics, and the principles of parenthood.

Pine Hills School for Boys

Pine Hills School for Boys was established by the legislature in 1893. It is located near Miles City on 360 acres of land. Pine Hills School is charged with the care, education, and rehabilitation of boys between the ages of 10 and 21 who are adjudicated delinquent.

The institution has a rated capacity of 150 and an average daily population over the past three years of 120, 117, and 127.4. In fiscal year 73-74 there were 131 new commitments. The annual per capita cost for keeping a boy at Pine Hills School is $7,274, which is a daily rate of $19.93. The ratio of average daily population to full-time employees is 1.29 to 1.

Table D-20
Pine Hills School

Physical Capacity:

Educational Capacity - in excess of 250
Dormitory Capacity - 150
Food Service Capability - in excess of 250
Heating Plant Capability - sufficient for 2 more cottages

Staff: 107

Program	Full-time Equivalent
Administration	8.0
Care & Custody	40.5
General Services & Physical Plant	22.5
Education & Training	22.0
Farm	4.0
Clinical Services	12.0
TOTAL	109.0

Average Enrollment (FY 1972) - 117
Average Length of Stay - 8.86 months
Student/employee ratio - 1.09/1
Student/teacher ratio - 6:54/1
Cost per student per day (FY 1973) - $19.41
Cost per student per year - $7,084.65

TABLE D-21
Pine Hills School
Budget: FY 1972

Program	Total Operational Plan	General Fund	PHS Fed. & Private Revenue Fund
Administration	94,874	94,874	
Care & Custody	307,227	282,227	25,000
General Services & Physical Plant	303,878	293,390	488
Education & Training	286,027	219,901	66,126
Farm	47,011	47,011	
Clinical Services	144,382	125,468	18,914
TOTAL	1,183.399	1,062,871	110,528

Total Operating Cost & Average Population
Summary

	Total Cost	Average Population
FY 1970	1,005,985	116 - 69-70
FY 1971	1,122,683	120 - 70-71
FY 1972	1,197,573	117 - 71-72
FY 1973	1,215,873	129 - July 72 thru Apr 73

The clinical services department consists of a director, assistant director, 5 caseworkers, 2 psychologists, part-time psychiatrist, vocational rehabilitation counselor, and 2 full-time nurses. All boys receive individual or group counseling. Due to the make-up of the professional staff within this department, all diagnostic evaluations are obtained on campus.

A family counseling program has been greatly expanded and the institution is now providing transportation for on-campus family counseling to indigent family members, greatly enhancing the probability of residents' success to send male offenders over the age of 16 to Pine Hills for diagnostic evaluation sessions.

In FY 72-73, 61 evaluations were completed at the school. This is more than double the number done the previous year.

The group life department consists of a director, assistant director, and 31 full-time complied counselors. The director of clinical services is also the director of group life. There are 7 lodges on campus, 4 of which have house parents. Russel, Daily, Joseph, and Gregg Horse lodges have 4 couples and 2 relief couples. Custer lodge, a receiving lodge, has 3 full-time and 2 part-time men. Lewis and Clark lodges, the security and discipline lodges, have 3 full-time men each and a full-time counselor who provides individual treatment programming for the residents of these 2 lodges. There are also 9 full-time night supervisors who replace the house parents.

Chief Joseph cottage has recently been transformed into a minimum security lodge in order to give each boy maximum privacy. Special privileges are afforded to the boys in this cottage.

The education department consists of a director, an assistant director, and 18 full-time teacher positions. Another full-time position is federally funded. In recent years, a physical education building and the vocational training building have been built to supplement the school buildings. The school has been fully accredited since 1968.

An individualized program is planned for each resident including 6 hours classroom study per day.

Most delinquent boys arriving at Pine Hills School are school dropouts, unmotivated for further education and one to 3 years educationally retarded. The objective is to stimulate the students' desire to seek additional knowledge.

The teachers must aid these students in obtaining one to 3 years of educational skills in a short period of time, so the students will not fail in the public education system when released. About 75% of the boys in Pine Hills School are 3.5 or more grade levels below average in reading skills. A special program has been implemented at the institution to assist those boys with reading difficulties.

A 3,000 acre farm is operated by Pine Hills School. The farm provides the institutions with meat, milk, and most vegetables. This operation not only reduces the actual cost of institutionalization but also provides work experience for the residents, few of whom have developed work skills. Work experiences include care and use of farm equipment, meat processing and beef production, knowledge of planting and crop production, and dairy management.

BUREAU OF AFTERCARE

The Bureau of Aftercare is charged with the supervision of individuals who have been released from Mountain View School, Pine Hills School, Swan River Youth Forest Camp and Montana Children's Center (dependent neglected youth).

In 1972, the Bureau of Aftercare consisted of a director, 15 counselors, and 3 secretaries. The average caseload per counselor in FY 73 was 76 including mentally retarded, dependent and neglected youth, and juvenile delinquents. The Bureau had 1027 youths within the program during FY 73-74. The average age of a juvenile in the Aftercare program is 16.7 years. The median length of stay within the bureau's care is 8.58 months.

Table D-22
Division of Aftercare

Staff: 19

Program	Full-Time Equivalent
Administration	2
Clerical	2
Counselors	15
TOTAL	19

Caseload Excluding Mentally Retarded

No. of Clients (start FY 1972) - 522
(end FY 1972) - 660
(end FY 1973) - 502

Average No. of Clients per counselor - 33.3
Cost per client per day - $.40 (1972)
Cost per client per year - $146.00 (1972)

Budget: FY 1973

Personnel Services	$159,956
Operation	180,663
Equipment & Livestock Benefits	10,476
Assistance, Grants & Benefits	121,000
TOTAL PROGRAM	$471,621

The average length of stay for boys at the Pine Hills School is 8.86 months. This is down 1.54 months from the previous year. The recidivism rate at Pine Hills School for Boys was a very low 10.1%.

The school operates a host of off-campus activities including attending movies in Miles City, bowling, swimming, basketball, football, tennis, and dances at Camp Carefree near the Fort Peck Reservoir.

Pine Hills School attempts to rehabilitate each resident by changing his faulty and negative attitude and aiding him in gaining self-confidence. The overall philosophy is that each staff member is a therapist playing a significant role in modifying behavior.

	TOTAL COST	NO. OF CLIENTS (June each year)
FY 1971	214,642	625
FY 1972	272,821	707
FY 1973	353,215	846
FY 1974	471,621	1037

The Bureau's FY 74 total budget was 471,621, which includes administrative costs, salaries, travel, supplies and individual living, and foster care payments.

Due to the inadequacies of the home environments of many adjudicated delinquents, the Bureau of Aftercare uses foster home and group placements as resources. The Bureau currently operates one group home, and administers the District Youth Guidance Home program. These youth guidance homes are resources to the juvenile courts for placement of adjudicated delinquents or juveniles "tending toward delinquency" and to the Bureau of Aftercare for placement after institutionalization. At the present time, a combination of state and LEAA funds support Youth Guidance Homes in the following communities: Missoula, Ronan, Great Falls, Livingston, Havre, Lewistown, Shelby, and Billings. The philosophy of the guidance home program is to provide community based treatment and responsibility to youth in trouble and to decrease the incarceration and institutionalization of youthful offenders.

TABLE D- 23
District Youth Guidance Homes

Location	Capacity	#of Boys In Program to 3/30/73	#of Days to 3/30/73	Cost Per Day Per Child
Missoula	10(boys only)	17	1747	$11.22
Polson	10	13	1296	9.98
Great Falls	10	14	2143	10.76
Shelby	8-10	14	1279	13.36
Helena	8(accepts girls only)			

Average Total Occupancy - 58
Average Occupancy - 8
Average Daily Cost Per Child - $11.33

Expenditures To March 30, 1973

	Shelby	Great Falls	Missoula	Polson
Personnel	5518.41	8235.09	11534.07	11179.68
Travel	212.05	674.79	540.72	450.00
Equipment	1475.11	6688.55	6410.40	3186.21
Supplies & Other	9884.26	14155.66	12471.41	8762.40
Total	$17,089.83	$29,734.09	$30,956.60	$23,578.29

Total to March 30, 1973 - $70,898.32(1)

The foster home program served over 11,000 child care days last year with a median length of stay of 212 days or 7 months. The daily per capita cost was 3.61. The group home program cost $11.81 per child care day.

Table D-24
Foster Home Program

Amount - $40,112.23
Average Length of Stay - 7 months
Daily per capita cost - $3.58
Number of homes - 60 (statewide - 1 child per home)

Foster care homes are private homes licensed and funded by the Division of Aftercare for providing adequate care to juveniles released from institutions.

One privately owned group foster care home is operating in Butte. It has a rated capacity of 10 boys.

Juveniles released to Bureau of Aftercare are placed in various types of programs. Training programs, on-the-job training, and work placements have always been of major emphasis. College placements have increased in importance as a major part of Aftercare's resources. The legislature has provided 16 possible placements within the State University system for these youth. Over 50% of the youth entering this program over the last 4 years are either still attending or have graduated.

Aftercare Caseload

Referral Source:	MCC	MVS	PHS	SRYFC
Youth in Program 6/73	222	89	127	31
New Cases	53	60	91	21
Reinstated	80	29	34	30
Total Received	133	89	125	51
Revoked	32	15	41	13
Discharged	47	34	53	32
Replaced	67	8	14	5
Total Released	146	60	108	50
Youth in Program 7/74	208	118	144	32
Return Ratio	9.3	8.4	16.3	15.9

SECTION E: HIGH CRIME INCIDENCE/ LAW ENFORCEMENT ACTIVITY AREAS

High Crime Incidence/
Law Enforcement Activity Areas

The three major city-counties in the state have been selected for consideration as high crime incidence/law enforcement activity areas. These are Cascade County and the city of Great Falls, Missoula County and the city of Missoula and Yellowstone County and the city of Billings. The combined population of these counties is 227,434 or 32.7 percent of the state's local population. Illustration shows the location of these selected areas.

In 1972, these three areas accounted for 36.90 percent of all felony arrests in the state. In 1973, this figure was 34.28 percent and for the first six months of 1974 it was 33.40 percent. These figures are based on data collected by the Board of Crime Control from law enforcement agencies throughout the state.

Table E-1
Metropolitan Area Felony Arrest

	1972		1973		1974	
	No. of Arrests	% of State Total	No. of Arrests	% of State Total	No. of Arrests	% of State Total
Cascade-Great Falls	446	8.76	550	10.26	265	9.43
Missoula-Missoula	632	12.42	564	10.52	297	10.57
Yellowstone-Billings	800	15.72	724	13.50	377	13.41
AREA TOTAL	1,878	36.90	1,838	34.28	939	33.40
STATE TOTAL	5,088	100.0	5,361	100.0	2,811	100.0

For the year 1972 the Uniform Crime Report, published by the FBI, shows that in these three areas 6808 offenses were reported as compared to 13,853 for the entire state.

Illustration E-1
High Crime Law/Enforcement Activity
City and County

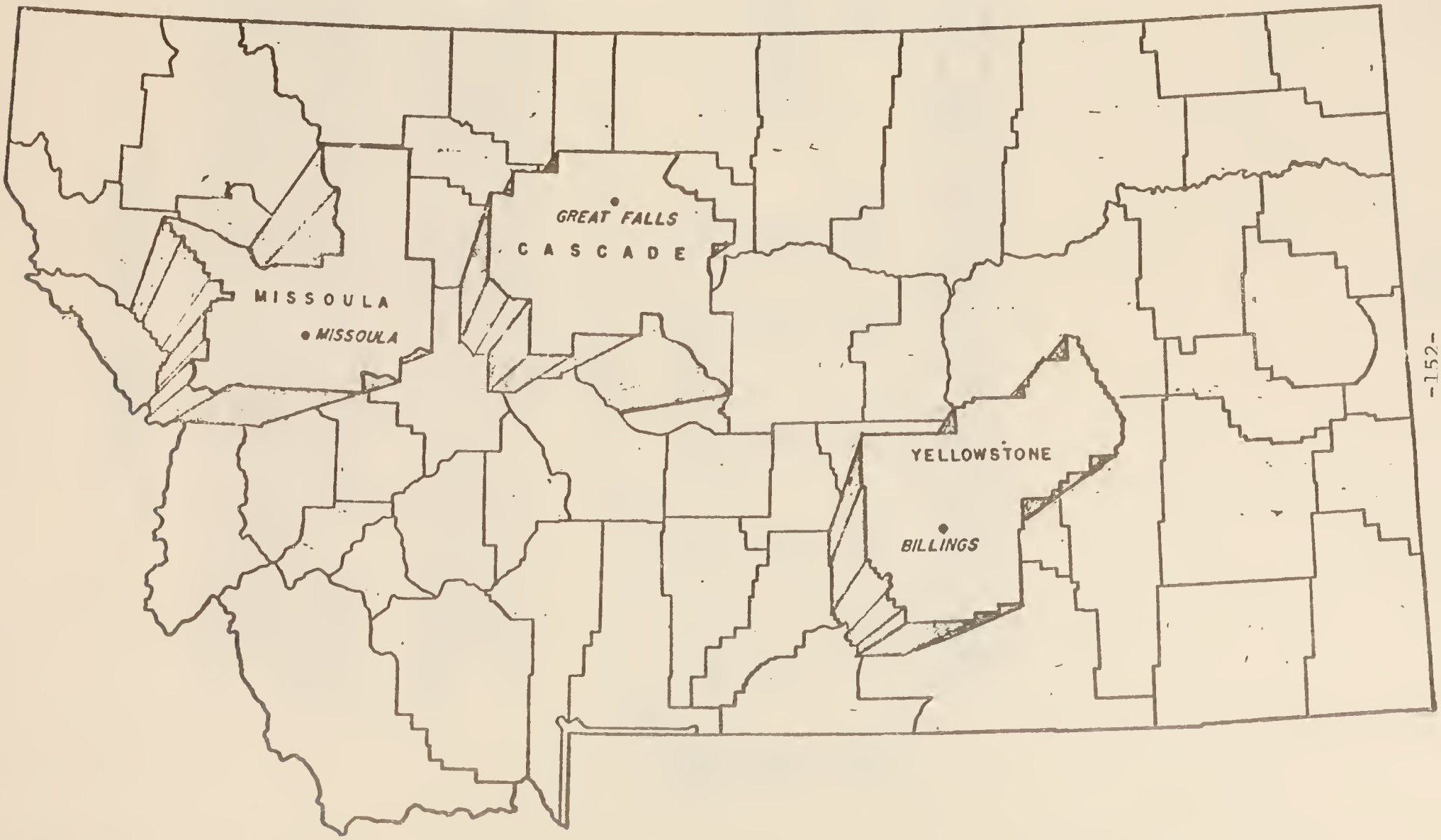


Table E-2
Offenses Known to the Police - 1973

	Homicide	Rape	Robbery	Aggravated Assault	Burglary	Larceny	Auto Theft	Total No.	Total Index*
Cascade Co.	2	3	5	11	125	216	91	453	1,880
Great Falls	4	19	64	73	597	2915	298	3970	6,433
Missoula Co.	0	10	6	67	222	452	53	810	2,639
Missoula	1	11	25	45	273	1497	121	1973	6,542
Yellowstone Co.	3	6	11	37	232	403	50	742	3,211
Billings	4	17	62	103	1030	3404	255	4875	7,554
Laurel	1	0	1	2	56	148	4	212	4.890
TOTAL	15	66	174	338	2535	9037	873	13038	5,448
STATE TOTAL	48	128	291	1172	5501	15754	1687	24581	3,409

*Per 100,000

The total sworn officers employed in the area are 86 sheriffs and deputies and 222 patrolmen.

Table E-3
Available Law Enforcement Manpower

	Sheriffs	Police
Missoula	42	48
Cascade	22	65
Yellowstone	35	104
TOTAL	119	217

Demographic Profile

Although Montana is the fourth largest state in the union, it ranks 41st in population. The three counties and their principal cities chosen for this section of the plan are those with the largest populations. The growth rate of these areas over the last 20 years far exceeds the overall growth rate of the state.

Table E-4
Comparative Population Growth 1950-1970

	1970	% of State Pop.	1960	% of State Pop.	1950	% of State Pop.	% Change 1950-1970
Cascade	81,804	11.78	73,418	10.86	53.027	8.97	+54.3
Missoula	58,263	8.39	44,663	6.62	35,493	6.01	+64.2
Yellowstone	87,367	12.58	79,016	11.7	55,875	9.45	+56.4
TOTAL	227,434	32.75	197,097	29.2	144,375	24.43	+57.5
Montana	694,345	100.0	674,720		590,966		+17.4

In all three counties the population is concentrated in the principal city or in the immediate areas surrounding the city boundaries. The percentage of farm residents is shrinking in the three counties as it is statewide. The rural non-farm population in these counties also is shrinking - and at a rate faster than the statewide norm.

Table E-5
Population Distribution

AREA	URBAN 1960	URBAN 1970	RURAL FARM 1960	RURAL FARM 1970	RURAL NON-FARM 1960	RURAL NON-FARM 1970
Missoula						
Population	30,907	43,531	563	1,060	12,192	13,766
Percent	69.2	74.7	3.5	1.6	27.3	23.7
Cascade						
Population	57,629	70,905	4,386	3,450	12,334	7,491
Percent	78.5	86.7	4.7	4.1	16.8	8.1
Yellowstone						
Population	65,346	71,197	4,741	4,108	8,929	7,516
Percent	82.7	86.6	6.0	4.7	11.3	8.6
State						
Population	338,457	370,676	105,989	38,084	230,770	232,127
Percent	50.2	53.4	15.6	12.8	34.2	33.5

As might be expected from the comparative population figures for these areas, the density per square mile is considerably higher than for the state as a whole.

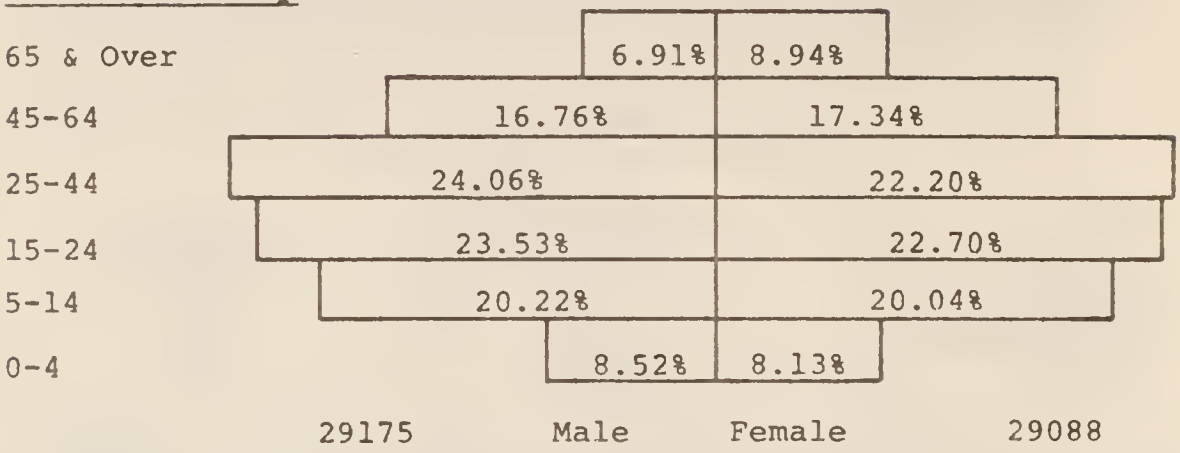
TABLE E-6
Relative Population Density

Area	Square Miles	Density
Missoula	2,612	22.3
Cascade	2,661	30.7
Yellowstone	2,642	32.8
State	145,587	4.8

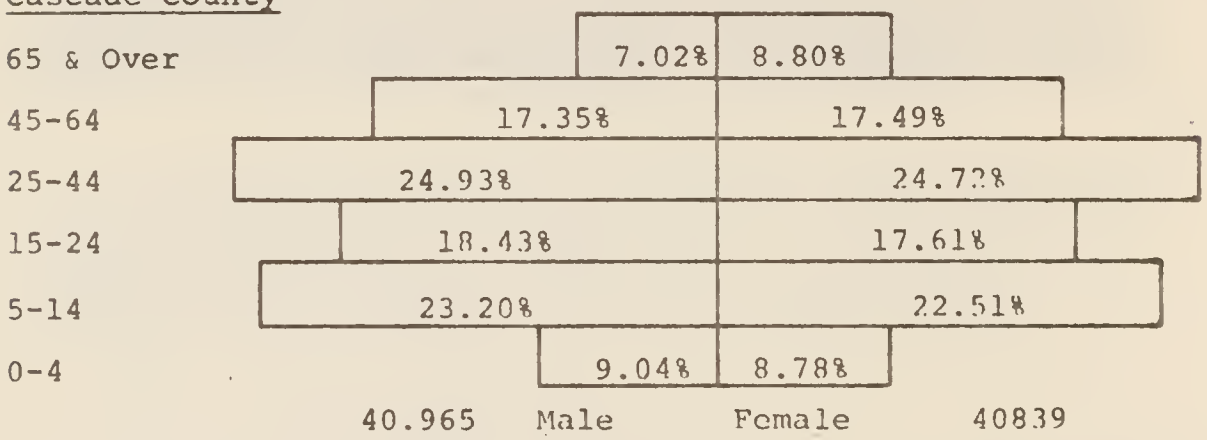
As far as age and sex of residents is concerned, the 3 counties are quite similar to each other as well as to state norms. More women past the age of 44 than men live in Missoula and Cascade Counties. In each area the age bracket between 25-44 is the largest segment of the population, nearly one-fourth of the total.

Table E-2
Major Counties Age Distribution

Missoula County



Cascade County



Yellowstone County

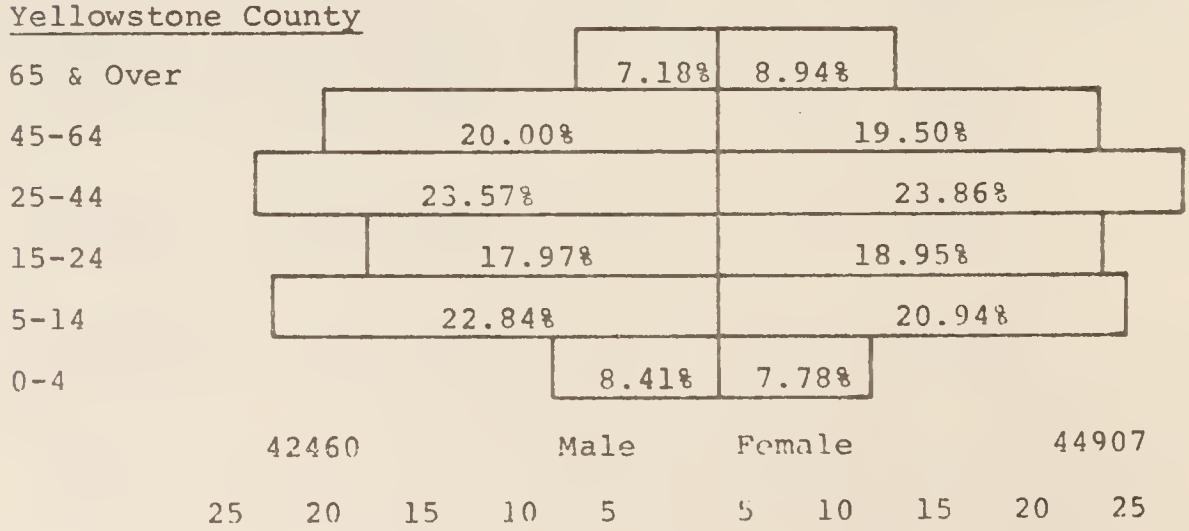
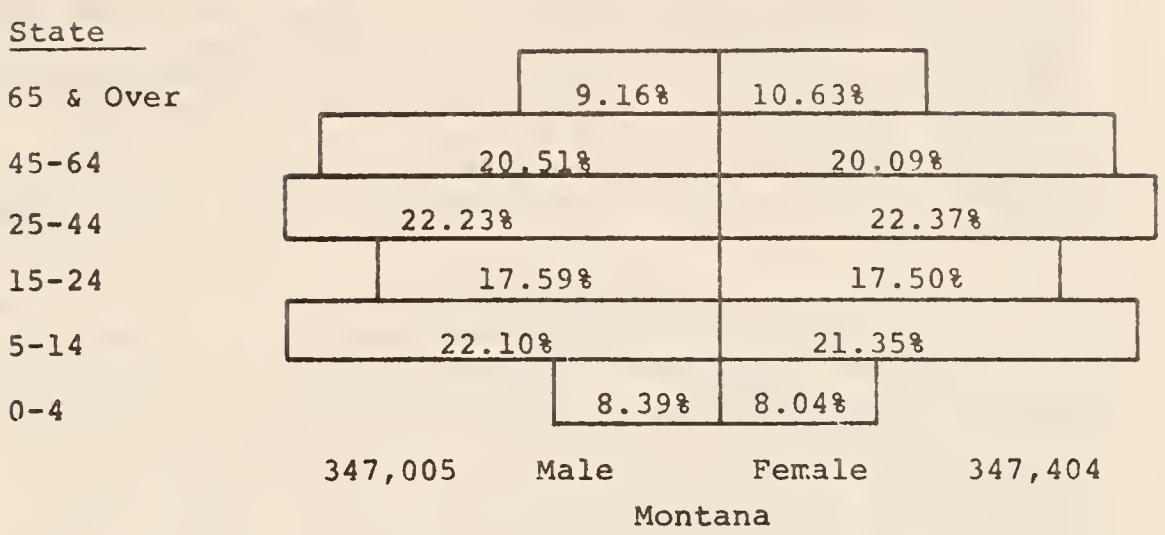


Illustration E-2 (cont'd)
Major Counties Age Distribution



MINORITY POPULATION

Indians are Montana's principal minority group. There are seven Indian reservations in the state and 60 to 70 percent of the Indians live on the reservation or in the immediate vicinity. A smaller percentage is scattered throughout the state. Of the seven reservations, only the Crow Reservation takes up part of one of the three counties discussed in this section. Of the three areas, Cascade County currently contains the largest Indian population.

Table E-7
Indian Population Distribution

AREA	Number		% of Co. Pop.		% of State Pop.	
	1960	1970	1960	1970	1960	1970
Missoula	376	660	.8	.6	1.7	2.4
Cascade	748	1509	1.0	1.8	3.5	5.5
Yellowstone	410	1063	.5	1.2	1.9	3.9
State	21,181	27,130	3.1	3.9	-	-

LABOR FORCE

Table E-8
Civilian Labor Force by Sex

AREA	Civilian Labr. Force		Male Labor Force		Female Labor Force		% Unemployed		
	No.	%Pop.	No.	%Pop.	No.	%Pop.	Total	Male	Female
Missoula	23104	39.6	14513	71.7	8591	42.2	7.5	7.2	8.2
Cascade	28101	34.3	17160	63.9	10941	39.9	6.5	5.4	8.2
Yellowstone	24996	40.0	21864	77.7	13132	42.2	5.8	5.1	7.0
State	260,649	37.5	169,071	72.4	91578	38.5	6.1	5.7	6.8

In comparing industry and occupational groups, some variance is noted between the major areas and the state totals. The three major counties have higher percentages of males in manufacturing, educational services, and construction. However, the number of women in similar occupations is generally lower. The exceptions are women in educational services in Missoula County and in retail trades in Yellowstone County.

Table E-9
Percent Employed Civilian Labor Force
By Industry Groups

LABOR FORCE	Missoula M	Missoula F	Cascade M	Cascade F	Yellowstone M	Yellowstone F	State M	State F
Agriculture, Forestry Fisheries	6.0	3.1	6.6	.8	6.0	.8	17.6	3.3
Manufacturing	16.0	3.0	16.8	2.9	11.2	3.3	12.4	3.0
Mining	1.4	0.0	.3	0.0	.8	.5	3.4	.2
Construction	8.3	.9	9.5	.9	9.6	1.0	8.8	.8
Educational Services	11.7	20.7	4.3	13.3	5.0	14.5	6.1	16.1
Public Administration	4.0	2.3	8.7	4.5	5.3	2.6	5.7	5.4
Retail Trade	15.0	21.7	10.8	32.5	1.7	25.2	13.9	23.7
All Others	31.5	40.0	37.1	36.4	37.8	44.2	26.4	40.7

Although there are one or two exceptions, notably in the farming area, there is a higher percentage of people employed in business and professional areas in these 3 counties than in the state as a whole. This, in a state that is predominantly rural, is not unexpected.

Table E-10
Percent Employed Civilian Labor Force
By Selected Occupational Groups

Occupational Groups	Missoula M	Missoula F	Cascade M	Cascade F	Yellowstone M	Yellowstone F	State M	State F
Professional Technical & Kindred	16.8	19.3	12.5	16.3	11.9	16.1	11.5	16.4
Farms & Farm Managers	.9	0.0	3.7	.1	3.4	.1	10.5	.9
Farm Laborers & Foreman	.7	.3	2.0	.1	1.6	.2	4.8	1.3
Clerical & Sales Workers	12.5	36.9	14.6	41.2	16.1	41.6	9.7	35.8
Mgrs., Officers & Proprietors (Excluding Farm)	12.0	4.0	13.2	4.5	15.3	5.0	11.7	5.1
Craftsmen, Foreman & Kindred	18.9	.7	19.8	1.1	18.4	1.0	13.4	.8
All Others	30.6	30.3	28.5	28.0	28.0	28.6	25.9	31.1

Table E-11
Per Capita, Medium Incomes 1959-1969
And Percent $3000 & $10,000

	Per Capita Income		Median Family Income		% Co. Pop. Family Income 3000 Ann.		% Co. Pop. Family Income 10,000 Ann.	
Area	1959	1969	1959	1969	1959	1969	1959	1969
Missoula	1818	2999	5169	9066	16.4	9.5	12.5	42.6
Cascade	1933	2864	6032	8955	14.2	8.2	14.0	42.3
Yellowstone	1945	2855	6150	8966	13.5	9.0	15.7	42.0
State	1661	2712	4936	8512	20.2	10.5	11.5	27.9

With relatively high incomes, it is not surprising that home ownership is high in all three areas. Also, people in the selected areas seem to be following the state trend of having smaller families.

Table E-12
Households - Percent Owned and Rented

AREA	No. of House-holds	No. of Housing Units	% Owned By Occu-pants	% Rented By Occu-pants	Average No. of Persons Per Household 1950	1960	1970
Missoula	18,012	18,891	60.1	35.2	3.18	3.17	3.08
Cascade	25,272	27,190	52.9	39.9	3.14	3.20	3.14
Yellowstone	27,641	29,169	60.2	34.5	3.24	3.27	3.09
State	217,304	246,603	57.9	30.2	3.22	3.25	3.10

The average educational attainment in the three areas showshigher percentages having completed 12 or more years of school than in the state as a whole. Over the past 30 years, the educational level in these areas has increased faster than elsewhere in the state.

Table E-13
Educational Attainment by County-Population
Of Age 25 or More

AREAS	% Completing 5 yrs of School		% Completing 8 yrs. of School		% Completing 12 yrs. of School	
	M	F	M	F	M	F
Missoula	2.3	1.4	20.5	15.3	65.5	71.4
Cascade	2.6	1.6	22.6	7.6	64.0	66.5
Yellowstone	3.3	3.6	25.3	19.7	61.8	66.6
State	3.2	2.3	29.4	21.0	55.6	62.7

Table E-14
Recent Trends in Educational Attainments
Age 25 and Over

AREAS	% of Pop. Completing 5 yrs. of School				% of Pop. Completing 12 yrs. of School			
	1940	1950	1960	1970	1940	1950	1960	1970
Missoula	6.2	5.2	3.8	1.8	36.3	47.6	54.0	68.5
Cascade	7.1	5.3	3.2	2.1	33.5	44.7	53.7	65.3
Yellowstone	7.3	6.0	3.6	2.9	36.4	46.5	55.5	64.3
State	7.4	6.3	4.1	2.7	29.0	38.9	47.8	50.2

This exposition has the appearance of county-wide coverage but is limited primarily to the two major police agencies within each county--the sheriff's office and the police of the major city. Mention is also made of other components of the criminal justice system within the county.

CASCADE COUNTY

Sheriff Office

The Cascade County Sheriff's Office employs 22 sworn officers and 11 non-sworn personnel. It has 11 automobiles, used for patrol and administrative activities, two pick-ups, three 4-wheel drive vehicles, and an 8-passenger van.

The Sheriff has the formal duties as outlined in Section B of Existing Systems on page 50. These duties occupy the following percentages of time: patrol, 35 percent; traffic, 5 percent; investigation, 40 percent; administration, 15 percent; other, 5 percent.

A major task of the Cascade Sheriff has been establishing a canine training center; operated by deputies as a regular part of operations. Training is available to all law enforcement personnel in Montana, surrounding states, and Canada. In addition to training its own officers at the canine center, the department has a formal in-service training program for its deputies covering law enforcement duties and responsibilities.

The Cascade County jail was originally constructed in 1914 and has undergone extensive remodeling. The jail presently contains a one unit hospital, 14 two-men cells; 2 two-women cells, 2 three-capacity cells (one for women, the other for juveniles) and one 24-bed dormitory. The jail has 62 permanent beds including 35 for adult males, 7 for adult females and 25 for juveniles. Average daily population is 29 men, 1 woman, 4 juvenile males, and 1 juvenile female. The budget for the jail including care of prisoners, maintenance, and capital outlay exceeds $80,000 annually - a cost of approixmately $6.26 per inmate, based on the average daily population.

Great Falls Police

The Great Falls Police Department is composed of the Chief of Police, Assistant Chief of Police, 2 captains, 3 lieutenants, 7 sergeants, 49 patrolmen, 3 meter maids, and 12 non-sworn personnel. It has 22 automobiles available for patrol and administrative activities, 2 three-wheel motorcycles, and 2 solo motorcycles.

The police department's formal duties are performed in the following ratio of available time: patrol, 40 percent; traffic, 40 percent; investigation, 10 percent; administration, 10 percent.

The department has a full-time training officer who is responsible for an extensive in-service training program. Training within the department includes recruit training, traffic investigations, criminal investigation, and community relations.

The jail used by the Great Falls Police Department was constructed before 1910. It contains 7 two-man cells and 3 five-capacity bed units. There are 29 permanent beds with 24 routinely set aside for adult males and 5 for adult females.

Support Personnel

The two local law enforcement agencies have the support of one highway patrolman who can be called in for roadblocks and other activities, adding support to law enforcement county-wide. Four fish and game wardens (captain, sergeant, and two wardens) also assist in county-wide law enforcement.

County Attorney

The Cascade County Attorney has 5 deputies and 3 secretaries. The county attorney and one deputy are assigned specifically to criminal cases. The criminal caseload is as follows: drug charges filed - 97; drug convictions - 28; drug acquittals - 0; drug dismissals - 45; other felony charges filed - 408; other felony convictions - 113; other felony acquittals - 1; other felony dismissals - 38.

Public Defender

The public defender program is very active in Cascade County. There are presently 5 public defenders who receive approximately $625 per month. An additional pool of 5 or 6 attorneys is available on a need basis. These defenders are paid $15 an hour for court work and $10 an hour for office time. Further, they have instituted a central secretary who will coordinate the defender's work, hours, and caseloads. The secretary is an administrative official and has no say in the cases although he does handle cases of his own. He will be paid a salary of $1250.

The budget is estimated at $50,000 for the public defender system in Cascade County in 1972-73.

District Court

Cascade County is in the 8th judicial district, which has 3 district court judges. The court also has under its jurisdiction a chief juvenile probation officer and 3 deputies.

MISSOULA COUNTY

Sheriff's Office

The Missoula County Sheriff's Office employs 39 sworn officers, 4 part-time deputies and 11 non-sworn personnel. It has 11 automobiles for patrol and administrative activities, 1 Jeep pickup, 1 van, and a van for the animal warden.

Daily activities are divided in the following ratio among the departmental responsibilities: patrol, 60 percent; traffic, 15 percent; investigation, 20 percent; administration, 5 percent.

One of the major responsibilities undertaken by the Missoula sheriff's office is a region-wide drug team. This team is composed of 12 officers from various cities and counties throughout Region I. The drug team has been very effective over the past 3 years in that drug arrests in Region I have increased dramatically and millions of dollars worth of drugs have been confiscated by team members.

The Missoula County jail was constructed in 1964. It presently contains 10 four-man cells, an 8-bed women's dormitory, and an 8-bed juvenile dormitory. The jail has 60 permanent beds including 40 for adult males, 10 for adult females, and 10 for juveniles. The average daily population for adult males is 30.

Missoula Police Department

The Missoula Police Department is composed of the Chief of Police, Assistant Chief of Police, three captains, 5 lieutenants, 10 sergeants and 28 patrolmen. The Department has 12 non-sworn personnel. Ten automobiles, one van and 4 three-wheel cycles are available for patrol and administrative activities.

Patrol and traffic duties constitute 50 percent of all departmental activities. Other routine duties are: investigation, 14 percent; administration, 7 percent; and handling drunk and disturbance calls, 29 percent.

The department has a full-time training officer who is responsible for in-service training in all elements of basic law enforcement. The Missoula Police Protective Association has a building leased from the city which is used as a training academy, as well as the office for the Association and other activities of the Association.

The city jail was constructed in 1969, and contains 9 one-man cells. Seven of the cells are intended for adult males and 2 for adult females. Average daily population is estimated at 5 men and 0.25 women. The maintenance and operation of the jail costs $55,300.00 annually with capital outlay at $17,191.13.

Support Personnel

Eight highway patrolmen are in the Missoula County area to support local law enforcement. A fish and game captain, sergeant, and two wardens also provide valuable assistance in county-wide law enforcement activities primarily in off-highway locations.

County Attorney

The Missoula County Attorney has 5 deputies and 2 secretaries. One deputy is assigned specifically to work on drug cases in conjunction with the sheriff's drug team. Two deputy county attorneys are assigned specifically to criminal cases.

The criminal caseload of the county attorney's office is as follows:

Drugs

Charges filed	76
Convictions	61
Acquittals	0
Dismissals	22

Other felonies

Charges filed	222
Convictions	103
Acquittals	2
Dismissals	158

Public Defender

There are two public defenders in Missoula County who operate from their own offices. They are not classified as full-time defenders since they also handle a private practice. Budgets and caseloads are unknown at this time.

Missoula County also has a defender system based on court appointments by rotation of interested Missoula Bar Association members. The extent of this practice is unknown.

District Court

Missoula County is in the 4th judicial district and has 3 district court judges. The court also has under its jurisdiction a chief juvenile probation officer and 4 deputies.

Division of Aftercare

The Division of Aftercare, Department of Institutions has two counselors in the Missoula area.

YELLOWSTONE COUNTY

Sheriff's Office

The Yellowstone County Sheriff's Office employs 35 sworn and 22 non-sworn personnel. It has 13 automobiles.

Daily responsibilities include: patrol, 30 percent; investigation, 32 percent; administration, 22 percent; traffic, 1 percent; other, 15%.

The Yellowstone County Sheriff and the Billings Police Department are in the process of consolidation in order to improve police services throughout the county. Initially, the effort will be devoted to a major felony investigation team composed of a police captain, police lieutenant, sheriff's lieutenant, and 5 detectives from each department. The felony team will become involved inall major felony investigations throughout Yellowstone County. It is the intent of the team to increase clearance rates of crimes investigated.

Further consolidation will be aimed at records, with future emphasis on communications and facilities. Consolidation of services is being accomplished by a discretionary grant from L.E.A.A.

The Yellowstone Sheriff's Department has a full-time training officer. He is responsible for training all new personnel and implementing an on-going, in-service training program.

The county jail was constructed in 1967. It has 5 one-man cells, 16 two-man cells, 1 four-man cell, and 1 dormitory. Juvenile females are held in 8 two-bed cells. Six two-bed cells are available for boys. Adult females are incarcerated in 2 six-bed cells.

The jail maintains 60 permanent beds: 27 for adult males and 4 for trusties. Six beds are routinely set aside for adult females and 22 for juveniles.

Billings Police Department

The Billings Police Department is composed of the chief of police, assistant chief of police, 4 captains, 7 lieutenants, 5 sergeants, 8 detectives, 46 patrolmen, 5 meter maids, and 16 non-sworn personnel. In addition, there are 7 detectives in the juvenile division. The department operates 20 automobiles, 6 motorcycles, and 4 scooters.

Primary duties of the department are summarized as follows: patrol, 30 percent; traffic, 20 percent; investigation, 40 percent; administration, 10 percent. The department has a full-time training officer responsible for an extensive in-service training program including basic law, police, juvenile, and patrol procedures, traffic control, and criminal and other investigations.

The jail used by the Billings Police is old but in fair condition. It contains 3 eight-bed dorms and 1 six-bed drunk tank. There are 30 permanent beds in the jail, all for adult males.

Support Personnel

The 2 local law enforcement agencies have the support of 11 highway patrolmen who assist in roadblocks and other support activities. A fish and game warden captain, a sergeant, and two wardens also assist in county-wide law enforcement, primarily in rural county areas.

County Attorney

The Yellowstone County Attorney has 6 deputies and 3 clerical employees. The county attorney and 1 deputy handle all criminal cases. A para-legal worker has been hired to work with the Yellowstone/Billings felony team as direct liaison between the county attorney's office and law enforcement in all criminal cases.

The criminal caseload is as follows:

Drugs

Charges filed	101
Convictions	348
Acquittals	6
Dismissals	143

Other Felonies

Charges filed	1,796
Convictions	769
Acquittals	18
Dismissals	402

Public Defender

There are 2 public defenders in Billings, each salaried at $800/month. One other defender is assigned to juvenile matters, with a salary of $500/month. The court also assigns other attorneys to defend indigents. Assignments are made on a rotating basis from a list of interested lawyers in the Billings area.

District Court

Yellowstone County is in the 13th judicial district, with 3 district court judges. The court also has under its jurisdiction a chief juvenile probation officer and 5 deputies. Also working under the probation office is an Action Volunteer who has the responsibility for implementing a volunteer program for youths coming into contact with the court. Other supportive services to the juvenile court are provided by work-study students from Eastern Montana College.

SECTION F: COOPERATIVE ARRANGEMENTS

COOPERATIVE ARRANGEMENTS

Law Enforcement Consolidation

As shown in illustration F-1, 18 of Montana's 56 counties have initiated some form of cooperative law enforcement arrangement. Eleven more have proposed a cooperative effort. The arrangements vary throughout the state from partial to complete consolidation depending on services and facilities previously available. One extremely low population area has consolidated all government services under a county manager.

The large land area, distances, and demographic characteristics present special hindrances to consolidation efforts in many counties.

Technical assistance is provided to those jurisdictions requesting consolidation information by Montana Board of Crime Control personnel and/or L.E.A.A. contract consultants.

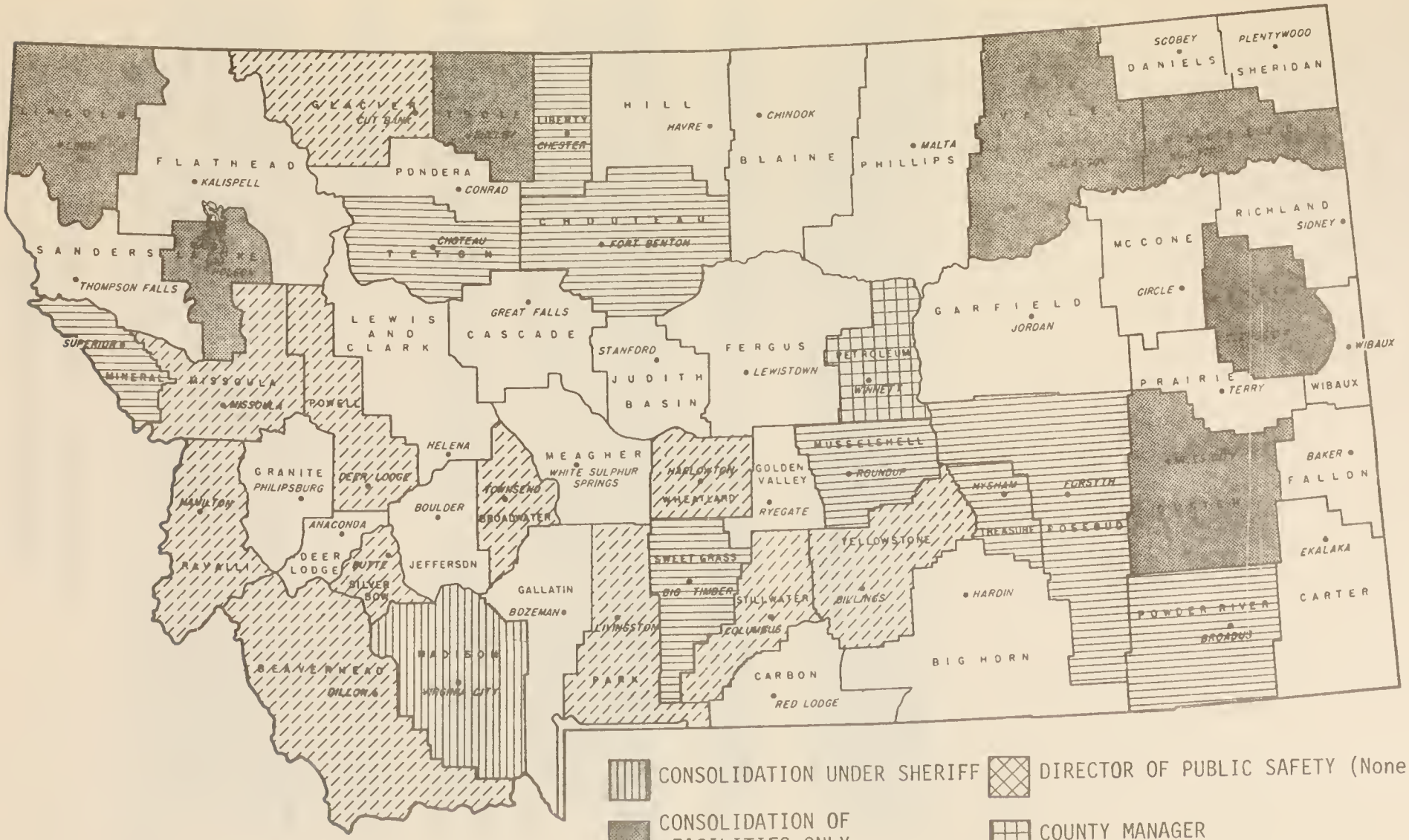
Park County-Livingston was provided a professional consolidation consultant by L.E.A.A. through a contract with Public Administration Service. An on-site survey was conducted and a comprehensive report was developed by the consultant that covers this specific consolidation and a general appraisal of Montana's possibilities and limitations regarding consolidated law enforcement services.

This report is supplied to those interested jurisdictions considering consolidation along with other literature and materials on the subject.

It is anticipated that with the inauguration of the local government study commissions throughout the state, considerable interest will be stimulated in the possibilities of consolidated law enforcement services. The Montana Board of Crime Control is prepared to assist local governments in this regard.

ILLUSTRATION F-1

LAW ENFORCEMENT CONSOLIDATION EFFORTS IN MONTANA



PART TWO: RELATED PLANS, PROGRAMS, AND SYSTEMS

RELATED PLANS, PROGRAMS AND SYSTEMS

The following programs and systems and their relation to the criminal justice system are discussed in this section.

RELATED PROGRAMS

1. Montana Youth Development Bureau
2. Highway Safety Act of 1966
3. State Mental Health
4. Montana State Drug Plan
5. Montana State Alcohol Plan

L.E.A.A. GRANT PROGRAMS

1. Discretionary Grants
2. Criminal Justice System Manpower Development

COMPREHENSIVE DATA SYSTEM

STATE AGENCIES AND OTHER PROGRAMS

1. Department of Military Affairs
   a. Office of Civil Defense
   b. Montana National Guard
2. Department of Highways
3. Department of Business Regulation, Gross Vehicle Weights Div.
   a. Division of Weights and Measures
   b. division of Consumer Protection
4. Department of Social and Rehabilitative Services
   a. Rehabilitative Services Division
   b. Social Services Division
5. Department of Health and Environmental Services
   a. Alcohol Countermeasures Laboratory
6. Office of Economic Opportunity
7. Education
8. Manpower Programs

Youth Development Bureau (YDB)

The Montana Youth Development Bureau originally was established as the Rural America Project by the Juvenile Delinquency Prevention and Control Act of 1968, amended in 1972, and now Public Law 92-381. The juvenile delinquency advisor of the Board of Crime Control is a member of the YDB state task force and is in weekly contact with that staff.

The Board of Crime Control and the YDB have participated in jointly funded projects such as the Montana Organization for Volunteer Effort (MOVE), the District Youth Guidance Home Training Seminar, the Helena Attention Home, and the Anaconda Discovery House (a shelter care facility).

A mandate from the federal office of youth development in December, 1972, resulted in the transfer of youth development workers from "rural" to "urban" Montana communities. Youth development workers are now assigned to Butte/Anaconda, Missoula/Polson, Helena/August, Great Falls, Billings and Shelby/Cut Bank.

A representative sampling of programs developed and funded, or partially funded, by the YDB follows. They are listed in random order .

LEWIS & CLARK COUNTY CARE COORDINATOR - Develops a cohesive foster care program in the county, including training of foster parents and coordination of children needing foster care with appropriate foster homes.

MOBILE AUDIOLOGICAL UNIT - Serves nine communities in the eastern part of the state by evaluating and treating hearing problems of both local and migrant families. The unit has caused a decrease of school drop-out cases due to hearing problems.

WOLF POINT YOUTH EMPLOYMENT SERVICE - Youth were given opportunities to do satisfying work at a good wage, while being trained in proper business practices. The Chamber of Commerce assisted the YDB in employing more than 40 youth.

PROJECT 100 - An alternative to the regular school system in which dropouts and potential dropouts receive credit toward high school graduation through paid work. The year-round program develops the youths' self-concepts and promotes acceptable work. The YDB helped fund the summer portion of the project, which involved 14 youngsters.

YOUTH COUNSELING YOUTH - Student counselor-aides worked in the guidance office of the high school as liaison between the school counselors and the student body. This peer counseling was run as an integral part of the regular counseling service.

MONTANA ORGANIZATION FOR VOLUNTEER EFFORTS - A statewide volunteer coordinator was employed to study the need for volunteer programs, develop community programs and assist in implementation.

ROCK CREEK SUMMER PROGRAM - A summer camp for troubled youth, run in two-week sessions, which provided group interaction, evening counseling, and "self-discovery" sessions. The staff subsequently assisted the district judge and probation officer in evaluating youth for the court and, as a result, at least four youth were diverted from Pine Hills School. Over $2,000 in local contributions was used to provide a follow-up winter program for those who attended the camp. Year-round counseling is maintained to help participating youth stay out of trouble.

GREAT FALLS YOUTH SUMMER OUTREACH PROGRAM - This youth hostel/outreach program hired 11 unemployed youth as outreach workers. Contact with 2,500 youth was made during the summer and 103 young people were housed at the hostel for one or more nights. The hostel was considered so successful by the Great Falls Wesley Center Board that they have committed themselves to its continued funding.

ANACONDA DISCOVERY HOUSE - This project is designed to provide temporary group foster care for juveniles awaiting a more permanent placement from the juvenile court or other social service agency. Under an additional grant from the Board of Crime Control the project will also conduct psychological evaluations for use in disposition or treatment.

The new Juvenile Delinquency Bill passed by Congress in September, 1974, will cause a major revision of the Youth Development Bureau: it will eliminate federal support of the Bureau, which currently receives the majority of its funds from HEW. Currently the State Department of Social and Rehabilitation Services has budgeted money to maintain the Bureau's operational costs, but a final decision on this budget will not be made until early 1975. Consequently the YDB will have no money in future years to fund action programs; however, negotiations have begun with the Board of Crime Control and will become firmer when guidelines for the new J.D. Bill have been developed.

Highway Safety Act

The Montana highway traffic safety goal is to lower the accident severity and fatality rate to the minimum consistent with an efficient motor vehicle transportation system.

The following law enforcement related projects have received funding under Title 402 of the Highway Safety Act of 1966, and are coordinated by the Highway Traffic Safety Division.

1. Alcohol Public Information Program - $11,000*
2. Highway Patrol Driver License Summons System - $16,000*
3. Alcohol Testing Program for Law Enforcement - $50,000*
4. Court School - City of Billings - $20,000*
   Court School - City of Great Falls - $17,000*
5. Highway Patrol Fatal Accident Reduction - Enforcement Unit - $79,360*
6. Helena Accident Reduction - Enforcement Unit - $10,000*
7. Traffic Enforcement Equipment - $300*
8. Computer File Terminal Access - Demonstration Great Falls & Billings Police Dept. - $25,000*
9. Highway Patrol Accident Records - $17,500*

*Federal Funds

MONTANA MENTAL HEALTH FACILITIES

Following is a list of community mental health facilities in the state. All 6 facilities provide out-patient mental health and/or psychiatric diagnosis and treatment for citizens. They accept referrals from the courts, and provide short-term in-patient psychiatric care, emergency services, and intermediate care. All facilities provide consultation and education to various agencies, including law enforcement agencies.

1.) Butte Mental Hygiene Clinic
225 South Idaho Street - Room 103
Old St. James Hospital
Butte, Montana 59701

This unit is staffed by 3 professionals.

2.) Helena Mental Hygiene Clinic
1415 - 17 Helena Avenue
Helena, Montana 59601

This unit is staffed by 2 professionals.

3.) Western Montana Regional Mental Health Center

The administrative office is located in Missoula. The business office is located in Ronan. Satellite offices are located at Kalispell, Ronan, Libby, Thompson Falls, and Hamilton. The Missoula unit is staffed by 7 professionals. The satellite offices are staffed by one or more professionals for a regional total of 14.

4.) South Central Montana Regional Mental Health Center

a.) The administrative office is located in Billings. Satellite offices are located at Columbus, Big Timber, Roundup, Hardin, and Red Lodge. Additional offices will be set up as staff for the new children's service are hired. The Billings unit is staffed by 14 professionals and the regional total is 19.

b.) Billings Office - Serves Region II counties generally.

Columbus Office - Serves Stillwater County.

Roundup Office - Serves Musselshell County.

Hardin Office - Serves Big Horn County.

Red Lodge Office - Serves Carbon County.

5.) Eastern Montana Regional Mental Health Center

a.) The administrative office is located in Miles City. Satellite offices are located at Glendive, Glasgow, Forsyth, Malta, Plentywood, and Baker. The Miles City unit is staffed by 14 professionals, for a regional total of 20.

b.) Glasgow Office - Serves Valley, Roosevelt, Sheridan and Daniels Counties.

Glendive Office - Serves Dawson, Wibaux, McCone and Richland Counties.

Forsyth Office - Serves Rosebud and Powder River Counties.

Malta Office - Serves Phillips and Valley Counties.

Plentywood Office - Serves Sheridan, Daniels, and Eastern Roosevelt Counties.

Baker Office - Serves Fallon, and Carter Counties.

6.) North Central Regional Mental Health Center

The administrative office is located in Great Falls. Several satellite offices are planned, but not yet functioning. The center at Great Falls started 8-1-74 and employs 4 professionals. It is expected to reach 40 by 7/1/75.

INSTITUTIONAL MENTAL HEALTH FACILITIES

All four of the correctional institutions in Montana have a program of clinical services available to their inmates. During 1973 and 1974 all institutions improved services to inmates by the addition of professional staff and the expansion of their mental health programs.

MONTANA STATE PRISON

The clincial services program at Montana State Prison consists of one full-time doctoral clinical psychologist as project director, one clinical psychologist on a consultant basis, and two clinical psychologist trainees on a part-time basis. Funding for the full-time doctoral clinical psychologist became available August, 1973.

In addition to this, a Psychiatrist M.D. is scheduled to come from Warm Springs, the State Mental Hospital, for visits twice weekly.

A drug counselor from the Southwestern Montana Drug Program in Butte is available to give inmates individual counseling. He assists the inmates in development pre-release plans for placement into community drug programs, drug therapy centers, or other treatment areas.

The alcohol program, located at nearby Galen State Hospital, is fully operational and has a representative who visits the prison. The Alcohol Treatment and Rehabilitation Center gives an orientation or pre-entry program at the prison and then accepts the inmates on a pre-release basis. The inmates are paroled directly to the Alcohol Treatment and Rehabilitation Center and do not enter employment until they have completed the program.

The prison also has obtained the services of a full-time Bureau of Indian Affairs counselor to concentrate on the special problems of Indian inmates. The "Dial Home" program was started in the medium security institution to provide closer contact between the inmate and his family via telephone. The staff/inmate committee concept is being utilized to bring deeper inmate involvement in problem solving. The "Due Process of Law" concept has become part of the disciplinary procedure. Also, procedures have been changed to allow sealed letters to go to certain state and federal officials.

SWAN RIVER YOUTH FOREST CAMP

Mental health services are available to the inmates of the Swan River Youth Forest Camp through the Western Montana Regional Mental Health Center. A psychologist from the Tonan satellite office visits the camp on an average of one day a week to provide treatment and testing.

MOUNTAIN VIEW SCHOOL

The Mountain View School for Girls at Helena has acquired the services of a full-time clinical psychologist for its mental health program. Clinical services now consist of testing evaluation, treatment, individual counseling, group counseling and therapy, and consultation with other staff members. The Mountain View School uses the services of the Helena Mental Hygiene Clinic for its more severely disturbed girls. The Clinic has two professionals, including a psychiatrist M.D.

PINE HILLS SCHOOL

At Pine Hills School, the clinical services staff is in the third year of using a modified work schedule to promote better work relationships among staff through team meetings. Consistency and comprehensiveness in working together for the benefit of the students has increased, and a closer working relationship with the entire Pine Hills School staff has evolved from this system.

The Clinical Services staff of twelve continues to offer a comprehensive medical, social psychological, and psychiatric evaluation and treatment plan to each student.

The school staff has continued to place emphasis upon improving the treatment program in the discipline unit. Emphasis is on treatment and understanding rather than punishment. They have added a supervisor-counselor in the discipline unit to coordinate this program with that of the clinical services department. The clinical staff is directly involved with the treatment process and boys who demonstrate acute behavior problems are receiving more individual help than previously.

The Montana Drug Abuse Prevention Plan

The Federal Drug Abuse Office and Treatment Act of 1972 directed the development and promulgation of a comprehensive, coordinated, long-term strategy for all drug abuse prevention and drug traffic functions conducted, sponsored, or supported by the federal government. The Act also empowered the federal government to set standards and assist state and local governments in expanding their drug efforts.

By Executive Order an Addictive Diseases Unit was created in April, 1973, within the Office of the Governor. This unit serves as the single agency responsible for coordinating all state government activities pertaining to drug addiction, including the coordination of all drug abuse treatment and prevention programs and the development of a state drug abuse plan.

George L. Swartz currently serves as director of the ADU and acts as the Governor's representative on matters of drug abuse. The unit endeavors to draw together, using specific priorities of the Governor, the many and diverse drug prevention activities and programs being carried out in the state by all levels of government.

The alcohol abuse and alcoholism program activities of the Department of Health and Environmental Sciences are closely integrated with the ADU programs.

THE MONTANA STATE PLAN FOR ALCOHOL ABUSE AND ALCOHOLISM, PREVENTION, TREATMENT AND REHABILITATION

The 1973 Montana State Plan for Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation was developed by the Montana Department of Health and Environmental Sciences Alcohol and Drug Dependency Bureau.

This plan was developed according to guidelines set by the National Institute on Alcohol Abuse and Alcoholism. The money to be awarded for implementation of this plan is federal funds authorized to assist the states in alcohol treatment and rehabilitation programs. This authorization is a major aspect of the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970, public law 91-616, commonly known as the Hughes Act.

Since 1970, the Board of Crime Control has subgranted $126,530 to the Alcohol and Drug Dependency Bureau for planning and action programs. Less than 10 percent of this total, or $12,744.94, was used for administrative purposes and only in the first year of operation. The remainder, or $113,785.62, was used for action programs and was allocated to 7 units of local government.

The Board also awarded the City of Great Falls a grant of $13,785 to establish a health drug program in 1971. In 1973, no alcohol or drug treatment and rehabilitation projects were funded. However, the SPA director is a member of the Alcohol and Drug Dependency Bureau Advisory Council and maintains frequent contact with the Drug Dependency Bureau.

THE HUGHES ACT

In 1972 and 1973, the Alcohol and Drug Dependency Bureau received over $200,000 in federal money through provisions of the Hughes Act. The bulk of the 1972 funds, $150,000, was used for grants-in-aid. The bureau funded those programs that the Board of Crime Control had previously funded including: Action for Eastern Montana; Our House, Missoula; Bozeman Alcohol Counselor; Dawson College; Helena Indian Alliance; Rimrock in Billings; North America Indian Alliance, and miscellaneous training grants.

During 1973, $162,000 of the total was allocated among 6 of the Department of Health's planning areas to be used at their discretion for either planning or action. The remainder of this total was used for films, pamphlets, literature, and training evaluation, totaling 9%, and 20% was used for administration.

In addition to the 91-616 funds , the Alcohol and Drug Dependency Bureau has a $40,000 occupational alcohol grant that employs 2 professional alcohol workers who develop delivery systems for employers. All details of the above information is contained in the 1972 and 1973 Montana State Alcohol Plans.

The 1974 Legislature passed legislation that alcoholism be recognized as an illness, that persons thus affected be exempt from criminal prosecution, and that proper treatment programs be established, maintained, and encouraged. It was also provided that Montana's efforts be coordinated and made to cooperate with those in other states. Guidelines were drawn for a comprehensive treatment program, and standards set for private and public treatment facilities.

LEAA Discretionary
Grant Program

The following is a list of the active discretionary grants processed through the Board of Crime Control:

73-DF-08-0026
Billings - Yellowstone Consolidation
$324,928

73-DF-08-0022
Police Patrol Project
Chippewa-Cree Tribe
$14,300

73-DF-08-0011
Court Improvement & Reform
Blackfeet Tribe
$32,855.65

73-DF-08-0020
Fort Peck Crime Control & Prevention
Fort Peck Tribe
$15,882

74-SS-08-0004
CDS
$112,586 (BCC)

74-DF-08-0028
Evaluation
BCC
$125,000

73-DF-08-0034
Criminal Justice Rehabilitation Center
Fort Belknap Indian Reservation
$150,000

74-TN-08-0002
MBO Training
BCC
$5,000

74-DF-08-0005
Crime Control and Protection
Fort Peck Tribe
$28,861

74-DF-08-0029
Juvenile Delinquency
Fort Peck Tribe
$39,958

74-DF-08-0030
Tribal Courthouse Construction
Crow Tribe
$80,000

74-DF-08-0037
Standards & Goals
BCC
$400,653

73-P-08-0001
Indian Criminal Justice Planner
BCC
$20,000

COMPREHENSIVE DATA SYSTEM

The Board of Crime Control has developed a Comprehensive Data System plan that provides for the uniform collection of data from all parts of Montana's criminal justice system. The system, when implemented, will permit the analysis and summarization of criminal justice data for state and national use. Available data will include offender based transactions, computerized criminal histories, uniform crime reports, and management and administration statistics. When completed, the system will provide operational information to criminal justice users, planning data for state and local governments, and a variety of statistical analysis capabilities for criminal justice planners and researchers.

Three components of the comprehensive data system--the state criminal justice statistical analysis center, the management and administration information system, and the state technical assistance capability--are already in existence and are being significantly expanded under the program. The development of a more complete criminal justice information system is consistent with national standards and goals.

In addition, the Board has established a Privacy and Security Task Force to draft legislation aimed at protecting individual rights. The Task Force is following the recommendations of the National Advisory Commission on Criminal Justice Standards and Goals and will also draft legislation authorizing the collection of criminal justice data and setting up mandatory reporting. These recommendations are set forth in standard 10.1 of the information volume written by the national commission.

CIVIL DEFENSE

The Civil Defense Office is responsible for coordinating emergency response of all local law enforcement units in event of natural disasters, civil disorders, or possible foreign attack. The Civil Defense Office has assisted each of the 56 counties in developing an emergency plan. Each county has a basic plan, and some have developed more elaborate plans for any emergency.

Civil Defense directly assists in the coordination of county government activity in case of a civil disorder or emergency situation. Additionally, the Civil Defense office will provide any county with excess or surplus government property in order to legitimately increase this readiness. Excess property is defined as major items such as vehicles that are loaned to the county for 5 years. Surplus property is defined as smaller items that are within the budget of the county and can be purchased at reduced costs. There are basically 4 types of equipment: office equipment; air and ground transporation of all types; emergency medical equipment; and, search and rescue equipment.

The Civil Defense is headquartered in Helena with a staff of 14. The office also has 6 district headquarters stragetically located throughout the state. Each is staffed with a full-time person. Each county provides one person to work with civil defense on a part or full-time basis.

The total budget of the state Civil Defense program is $390,000 per year excluding county participation.

MONTANA NATIONAL GUARD

The National Guard is the organized state militia which may be ordered to active duty by the Governor in event of war, invasion, riot, or natural disaster.

The state planning agency has reviewed the community resource mobilization plan for civil disturbance control.

The National Guard assists communities in developing and revising plans for coordinated state and local emergency response. A civil disturbance control plan has been developed in 6 major Montana cities where a college or university is located. This plan can be expanded to other areas or communities where a potential emergency situation exists.

The state headquarters for the Army and Air National Guard are located in Helena. Four other major units are headquartered in Billings, Bozeman, Kalispell, and Missoula. There are also 30 sub-units strategically located throughout the state. The Army National Guard has 2,660 men and women and the Air National Guard has 900 men and women. The combined annual budget is $350,000.

Department of Highways

GROSS VEHICLE WEIGHT DIVISION

The Gross Vehicle Weight Division is primarily responsible for registration and enforcement of vehicle size and weight laws. It has 7 major duties to perform:

1. Registration of all intra-state trucks, and trailers and the collection of gross vehicle weight fees;

2. Registration of all interstate vehicles requiring proportionate registration;

3. Issuance of permits for all oversized and overweight vehicles and the enforcement of all size and weight laws;

4. Issuance of permits and taxation of the movement of mobile homes;

5. Enforcement of commercial vehicle moves (factory to factory and dealer to dealer) of all new and used vehicles;

6. Enforcement of fuel tax laws; and,

7. Enforcement of importees gasoline tax laws.

The G.V.W. division has a statewide network of 31 checking stations. Of these, 7 are mobile and move throughout the state. The weigh officers were formerly assisted by the Montana Highway Patrol personnel. Formerly, the 55 uniformed G.V.W. officers were designated as peace officers. Officers now attend basic school at M.L.E.A. and have the power to arrest for violations of G.V.W. regulations.

Department of Business Regulation

DIVISION OF WEIGHTS AND MEASURES

The Division of Weights and Measures is responsible for weight and quantity control of consumer products throughout Montana. The Division regularly checks the accuracy of and seals all weight scales. Personnel also check and verify quantity in product packaging.

Special police powers are vested with the state sealer. He is authorized to arrest, without formal warrant, any violator of Montana weights and measures laws. He is also authorized to seize without formal warrant incorrect or unsealed weights and measures, and packages retained, offered for, or sold in violation of law. By statute, he may also search any structure or premise without formal warrant.

CONSUMER PROTECTION

The Montana Legislative Assembly, during the 1973 session, enacted the Montana Unfair Trade Practices and Consumer Protection Act. This act defines unfair methods of competition and unfair or deceptive practices in the conduct of any trade or commerce. The Act also provides investigative procedures and penalties for violations of the Act.

The responsibility for the administration of the act rest with a state office and the County Attorney's office in the 6 first and second class counties.

On the state level, a Consumer Protection Division has been established within the Department of Business Regulation. It is staffed by 4 people, an administrator, a staff attorney who may initiate legal action, an investigator, and a secretary.

This office processes statewide consumer problems and complaints of a civil nature and has concurrent jurisdiction with first and second class counties. Criminal cases may be handled only by the County Attorney. The state office also may define unfair practices, promulgate rules relating to unfair practices, refer cases to County Attorneys, and coordinate and act as a clearinghouse for all cases within the state. The total state budget for this office is $50,000 per annum.

The 6 first and second class counties investigate and process any civil or criminal complaint regarding unfair practices and report such cases to the state office.

The first-class counties of Lewis and Clark, Silver Bow, Missoula, Yellowstone, Flathead, and Cascade have either an investigator or a deputy county attorney assigned to process consumer problems and complaints.

OFFICE OF ECONOMIC OPPORTUNITY

The State of Montana has 9 operational community action programs, which are active in 2 counties and on each of the 7 Indian reservations. The State Office of Economic Opportunity contracts with the Human Resource Development Councils in each of Montana's 12 planning regions for community development services.

The services currently offered are: Alcoholism Information and Referral, Operation Headstart, Community Service Workers, Farm Worker Advocacy, Family Planning, and parts of the Comprehensive Employment Training Act.

During 1974, over 4,000 individuals received financial or other benefits of one or more of the services. The total budget for all OEO programs in operation in FY 1974 was approximately $7,000,000.

REHABILITATIVE SERVICES DIVISION

The Rehabilitative Services Division, one of the divisions under the Montana Department of Social and Rehabilitation Services, operates the vocational rehabilitation program in Montana and is federally funded by the Social and Rehabilitation Services Administration of the Department of Health, Education and Welfare.

The objective of the Rehabilitative Services Division is to maintain a high level of service for the state's mentally, physically, and visually handicapped persons in restoring them to their fullest physical, mental, social, vocational, and economic usefulness.

Rehabilitative Services, in coordination with other agencies, will continue to develop and expand existing services to inmates and releasees of Montana's correctional institutions. Full-time counselors are employed at Montana State Prison, Pine Hills School, and the Swan River Youth Forest Camp. Services also are made available to girls at Mountain View School in Helena.

In 1973, 707 public offenders referred from county and state institutions received services. This was approximately 10 percent of the total division caseload. In 1973, 120 individuals released from the state correctional institutions were permanently employed through the efforts of Rehabilitative Services counselors.

The Rehabilitative Services Division has a total of 100 personnel including 30 counselors. The total annual budget for case services is $1,995,000.

SOCIAL SERVICES DIVISION

The program of the Social Services Division, another division under the Montana Department of Social and Rehabilitative Services, is designed to deliver family and child services on an individual and group basis to economically deprived, abused, exploited, or neglected children, and to provide public social services directed toward achieving social rehabilitation and economic independence for each individual and family.

The relationship of social service programs to law enforcement is in service to juvenile and adult corrections cases. Adjudicated delinquent girls under the care of the Department of Institutions who are pregnant are referred to the Social Services Division for services and supervision.

The division caseworkers cooperate with local law enforcement, courts, and probation and parole officers in providing service to troubled youth and adults. Each of the state's 56 counties has at least one caseworker who can provide adult, family and juvenile services to the public.

ALCOHOL AND DRUG COUNTERMEASURE LABORATORY

This laboratory, staffed by 2 chemists, was established by a grant from the Highway Safety Act. The laboratory has 3 main responsibilities: the maintenance of the 14 Alco-Analyzer units in the field, the certification of operators and operator supervisors, and maintaining and monitoring the proficiency of all operators in the state.

The laboratory has set up 14 breath analysis machines throughout the state to be used by 200 qualified operators. Each year these units analyze some 1,700 samples.

The laboratory also supplies, free of charge, mobile alcohol breath testing kits. The laboratory annually supplies law enforcement with 2,500 to 5,000 of these Sobormeters.

The laboratory also has a Varian 1420 Gas Chromatograph used to analyze body fluids for dangerous substances. This unit will detect barbiturates, amphetamines, and opiates.

The laboratory charges the Highway Patrol $5 for a blood analysis and will analyze samples from all other law enforcement agencies received through the Highway Patrol. In 1973 the laboratory analyzed 633 blood samples, 800 breath samples, and 54 urine samples.

The laboratory has analyzed a total of 3,290 samples of all types and 91.5 percent of these were over 0.1 percent of the presumptive level of intoxication for the implied consent law.

Expert witness testimony has been supplied in court approximately 30 times by the laboratory chemist.

The annual budget for the laboratory is $36,000.

Education Programs

Title I of the Higher Education Act of 1965 authorized the use of federal funds to conduct community service and continuing education programs. Montana State University in Bozeman is the agency designed to administer such funds. Any institution of higher learning may make application for participation in the program or may act as sponsor for a program.

During FY 1971, the University of Montana sponsored a 2-week seminar for teachers and interested citizens, including law enforcement personnel, entitled, "The Use and Abuse of Drugs--Instruction and Consultation." Its objective was to assist communities in developing effective drug prevention programs for schools and the general public. The total grant was $5,568, of which $3,700 was federal and $1,868 was state matching funds. The program was considered successful.

Manpower Programs

All manpower training programs operating in Montana are open to former inmates of all correctional institutions without regard to race, color, creed, sex, or age. However, applicants must meet the standard enrollment criterion, which generally requires the individual to be earning less than the federally established poverty income level.

Federal-state funding for manpower training programs in the past fiscal year amounted to approximately $8 million.

Of particular benefit to the criminal justice system is the $40,000 grant for a post-release program to assist former inmates of the state prison in securing and retaining employment. The 3 counselors for this program are located in Helena, Billings, and Missoula.

The following list includes the general manpower programs currently in operation in Montana:

Manpower Development & Training Act (MDTA)
Adult Basic Education (ABE)
Bureau of Apprentice Training (BAT)
Concentrated Employment Program (CEP)
National Alliance of Businessmen - Job Opportunity in the Business Sector (NAB-JOBS)
Neighborhood Youth Corps (NYC)
Operation Mainstream
Public Service Careers (PSC)
Work Incentive Program (WIN)
Vocational Rehabilitation Programs

PART THREE: THE MULTI-YEAR PLAN

INTRODUCTION: STRATEGIC PLAN

INTRODUCTION:

To reduce crime and delinquency in Montana -- this is the goal of the Montana Board of Crime Control.

During the past six years, the "war on crime" has been more of a war on poverty, the poverty that existed in the criminal justice system as far as training, equipment, facilities, manpower, and information were concerned.

Now that the system is overcoming these deficiencies and data collection and utilization is more comprehensive, timely planning and funding can be selectively directed and applied to specific target areas experiencing significantly greater than average incidence of major crimes.

To effect this shift to crime-specific planning, the Board of Crime Control is implementing a results oriented system known as MBO, which will eventually be adapted even to local criminal justice agencies via training seminars and other technical assistance. The MBO system will provide objective criteria for measuring the success of the system by its impact on crime, guaranteeing accountability to the public.

I. The Strategic Plan

The 1975 comprehensive plan is more democratic and long-range in design than its predecessors.

The Board of Crime Control called on each of its five Regional Advisory Councils to assess its needs within the criminal justice system. Needs and problems fell into the four major parts of the system, police, courts, corrections, and juvenile justice. Each region distributed its needs and problems among nine categories: manpower, training, education, equipment, facilities, workloads, operating standards, services, and information systems. Of the 36 needs and problems identified, each region selected its top three.

The planning committee of the Board incorporated these priorities into this plan and into its programming and funding decisions, and the Board of Crime Control gave its approval.

The planning committee chose burglary as the top priority for consideration in the 1975 strategic plan, and selected the three counties with the highest incidence of burglary (Yellowstone, Missoula, Cascade) as the target crime areas. Yellowstone and Missoula Counties were designated for 1975 crime target funds, and Cascade County deferred until 1976, when more adequate funds will be made available.

The committee also decided to institute a citizen survey to gather consumer opinion, and to maintain this mechanism to monitor consumer feedback in future years. Details are presently being developed.

A Functional Analysis Systems Technique (F.A.S.T.) diagram accompanies this narrative and illustrates the technique to be used in the target-crime areas.

Over the multi-year period (1975, 1976, 1977) additional funds will be made available to the target-crime areas; however, it is envisioned that no more than 30% to 40% of total available funds will ever be allocated for this purpose, to insure adequate funding for the other areas of the statewide criminal justice system.

A balanced approach of system improvement and crime-oriented funding will be established and maintained. No jurisdiction need fear lack of consideration or funding.

It is the firm belief of the Board of Crime Control that this plan is well conceived and that achievement of its ultimate goal of reducing crime and delinquency in Montana will result as competence and confidence in this strategy grows. Simply stated, "Whatever the mind of man can conceive and believe - it can achieve!"

II. Standards and Goals

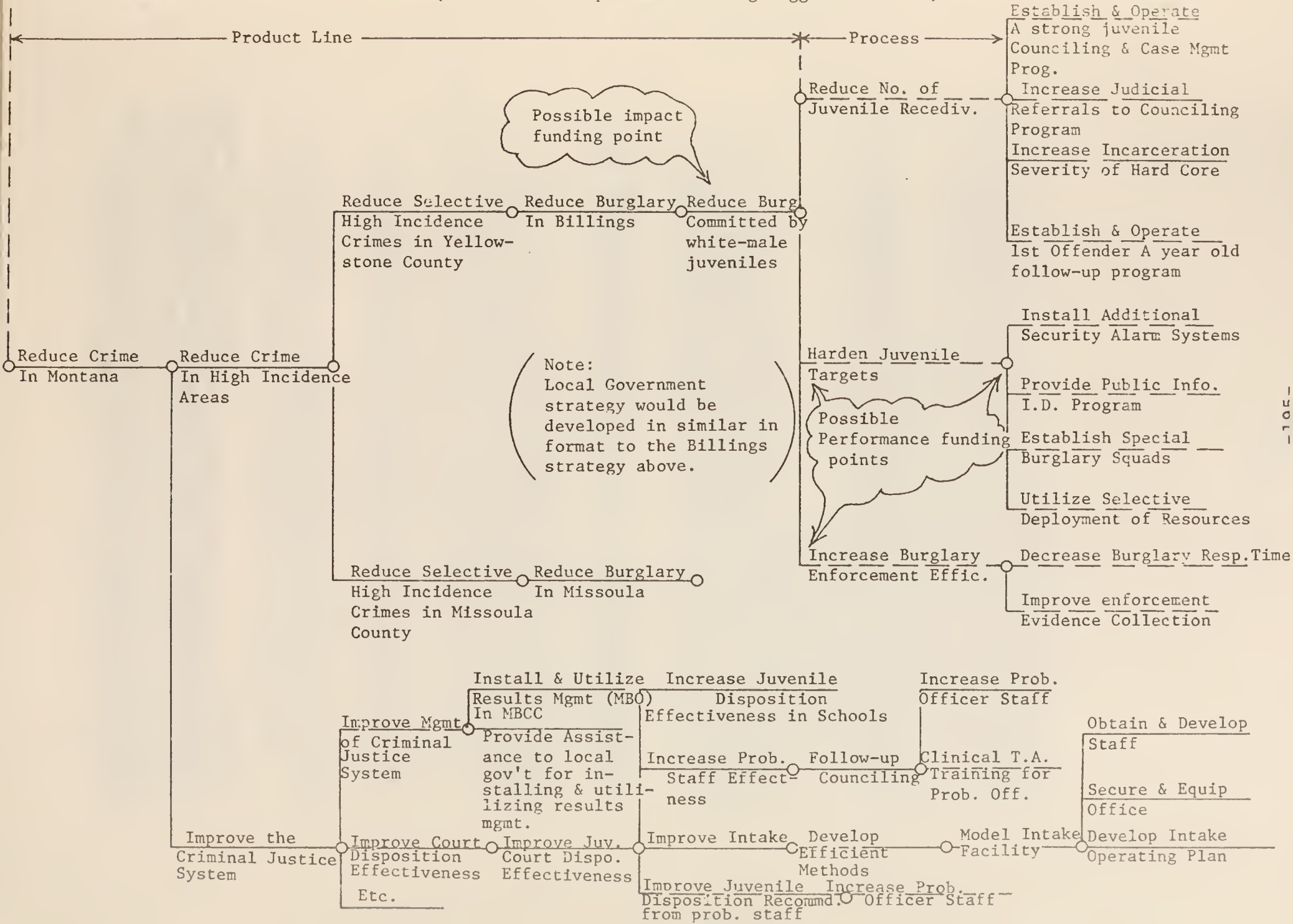
Where does Standards and Goals fit into this plan? It doesn't, for the simple reason that the standards and goals study is, at this writing, in an embryonic stage and has not produced any documented product.

The governor of Montana has appointed thirty-four members to the Montana Council on Criminal Justice Standards and Goals, and the Council has established five task forces (Police, Courts, Corrections, Information Systems, and Community Crime Prevention).

The Council held an orientation conference in December, 1974, and the task forces have just begun their work.

Subsequent comprehensive plans will include standards, both performance and process, in the development of the stragetic plan and in the on-going improvement of the criminal justice system.

MBCC STRATEGIC PLAN
(This is an example illustrating suggested format)


Product Line
Process
Reduce Crime In Montana
Reduce Crime In High Incidence Areas
Reduce Selective High Incidence Crimes in Yellow-stone County
Reduce Burglary In Billings
Reduce Burg Committed by white-male juveniles
Possible impact funding point
Reduce Selective High Incidence Crimes in Missoula County
Reduce Burglary In Missoula
Note: Local Government strategy would be developed in similar in format to the Billings strategy above.
Reduce No. of Juvenile Recediv.
Establish & Operate A strong juvenile Counciling & Case Mgmt Prog.
Increase Judicial Referrals to Counciling Program
Increase Incarceration Severity of Hard Core
Establish & Operate 1st Offender A year old follow-up program
Harden Juvenile Targets
Install Additional Security Alarm Systems
Provide Public Info. I.D. Program
Establish Special Burglary Squads
Utilize Selective Deployment of Resources
Possible Performance funding points
Increase Burglary Enforcement Effic.
Decrease Burglary Resp.Time
Improve enforcement Evidence Collection
Improve the Criminal Justice System
Improve Mgmt of Criminal Justice System
Install & Utilize Results Mgmt (MBO) In MBCC
Provide Assist-ance to local gov't for in-stalling & utili-lizing results mgmt.
Improve Court Disposition Effectiveness
Etc.
Improve Juv. Court Dispo. Effectiveness
Increase Juvenile Disposition Effectiveness in Schools
Increase Prob. Staff Effect-ness
Follow-up Counciling
Improve Intake
Develop Efficient Methods
Improve Juvenile Disposition Recommd. from prob. staff
Increase Prob. Officer Staff
Clinical T.A. Training for Prob. Off.
Model Intake Facility
Obtain & Develop Staff
Secure & Equip Office
Develop Intake Operating Plan
Increase Prob. Officer Staff

SUMMARY CHART OF STATE PROGRAMS PLACED
IN THE L.E.A.A. CATEGORIES AND THE
AMOUNTS PLANNED IN EACH CATEGORY

FEDERAL CATEGORY	MANPOWER	TRAINING	EDUCATION	EQUIPMENT	FACILITIES	WORKLOADS	OPERATING STANDARDS	SERVICES	INFORMATION SERVICES	FUNDS BY L.E.A.A. CATEGORIES 1975	1976	1977
Legislation		B-6								-0-	2,000	-0-
Planning & Evaluation		B-6					G-2			144,650	100,000	100,000
Research & Information Systems									I-1 I-4 I-5	78,000	195,000	265,000
Prevention			C-2					H-1		40,500	40,000	45,000
Detection, Deterrence & Apprehension	A-1 A-8 A-2 A-6 A-7	B-1 B-3 B-4	C-3	D-1	E-5	F-2	G-1 G-2		I-2 I-3	828,325	698,100	504,500
Diversion										-0-	-0-	-0-
Adjudication	A-4 A-10	B-4 B-10 B-8 B-9	C-1	D-1	E-3		G-2			183,675	215,560	289,000
Institutional Rehabilitation	A-9	B-2 B-4 B-6	C-3 C-4	D-1 D-2	E-2 E-4	F-1				272,875	301,840	284,000
Non-Institutional Rehabilitation	A-3 A-5	B-4 B-5 B-6 B-7	C-3	D-1	E-1		G-2	H-2 H-3		241,975	237,500	302,500
									TOTALS	1,790,000	1,790,000	1,790,000

NOTE: Programs placed in more
then one category overlap
into other L.E.A.A. categories

Summary Reference to Action Programs

	MANPOWER	LEAA	State or Local	Total	%	Page
A1	Replacement Manpower	9,000	1,000	10,000	90/10	293
A2	Post-Graduate Employment	54,000	54,000	108,000	90/10 75/25 50/50 25/75	293
A3	Juvenile Probation	52,500	52,500	105,000	90/10 75/25 50/50 25/75	294
A4	County Attorney Coordinator	20,000	2,222	22,222	90/10	296
A5	Clinical Services	36,000	4,000	40,000	90/10	297
A6	Police Cadets	9,000	3,000	12,000	75/25	297
A7	Volunteer Aux. Police	9,000	1,000	10,000	90/10	298
A8	P.O.S.T. Certified Manpower	27,000	27,000	54,000	50/50	299
A9	Corrections Administrator	27,000	3,000	30,000	90/10	300
A10	Courts Coordinator	27,000	3,000	30,000	90/10	301
	TOTAL	270,500	150,722	421,222		
	TRAINING					
B1	Montana Law Enforcement Academy	175,000	19,444	194,444	90/10	303
B2	Prison In-Service	25,000	2,777	27,777	90/10	303
B3	Peace Officers Standards & Training	25,000	2,777	27,777	90/10	304
B4	Out-of-State	9,000	1,000	10,000	90/10	306
B5	Probation/Parole Officers	30,000	3,333	33,333	90/10	307
B6	Corrections Officers Standards & Training	4,500	500	5,000	90/10	308
B7	Juvenile Probation In-Service	3,600	400	4,000	90/10	309
B8	Judicial Conference	5,400	600	6,000	90/10	309
B9	County Attorney In-State	4,500	500	5,000	90/10	310
B10	Clerks of Court	900	100	1,000	90/10	311
	TOTAL	282,900	31,431	314,331		

	EDUCATION	LEAA	State or Local	Total	%	Page
C1	Law School Interns	65,500	7,277	72,777	90/10	312
C2	Public Education	18,000	2,000	20,000	90/10	313
C3	C.J.S. Interns	36,000	4,000	40,000	90/10	314
C4	Post-Secondary/Inmates	22,500	2,500	25,000	90/10	315
	TOTAL	142,000	15,777	157,777		
	EQUIPMENT					
D1	Equipment	142,500	47,500	190,000	75/25	316
D2	Juvenile Pre-Voc./Rehab.	9,000	1,000	10,000	90/10	316
	TOTAL	151,500	48,500	200,000		
	FACILITY					
E1	Group Homes	25,000	8,333	33,333	75/25	317
E2	Diagnostic Center	45,000	5,000	50,000	90/10	318
E3	Courts	22,500	22,500	45,000	50/50	319
E4	Juvenile Receiving Center	90,000	10,000	100,000	90/10	319
E5	Local Jails	90,000	90,000	180,000	50/50	320
	TOTAL	272,500	135,833	408,333		
	WORKLOADS					
F1	Prison Workload	4,500	500	5,000	90/10	321
F2	Police Workload	9,000	1,000	10,000	90/10	322
	TOTAL	13,500	1,500	15,000		
	OPERATION STANDARDS					
G1	Consolidation/S.I.P.	117,450	66,500	183,950	90/10& 50/50	323
G2	Target-Crime Areas	140,150	15,572	155,722	90/10	324
	TOTAL	257,600	82,072	339,672		
	SERVICES					
H1	Community Awareness C.J.S.	22,500	2,500	25,000	90/10	326
H2	Juvenile Intensive Counseling	9,000	1,000	10,000	90/10	327
H3	Youth Development Transition	36,000	4,000	40,000	90/10	328
	TOTAL	67,500	7,500	75,000		

INFORMATION SYSTEMS	L.E.A.A.	State or Local	Total	%	Page
I1 C.J.S. Information System	18,000	2,000	20,000	90/10	329
I2 Communications	154,000	51,333	205,333	75/25	329
I3 L.E.T.S.	100,000	11,111	111,111	90/10	330
I4 Statewide Police Operational Information Study	40,000	4,444	44,444	90/10	331
I5 Juvenile Information	20,000	2,222	22,222	90/10	332
TOTAL	332,000	71,110	403,110		

1975 PART E

J1 Community Residential Facilities & Services	192,000	21,333	213,333	90/10	332A
TOTAL	192,000	21,333	213,333		

SECTION H: A POTENTIAL CRIMINAL JUSTICE SYSTEM FOR THE 1980's

The ideal law enforcement system is based on a network of 10-man minimum departments deployed to provide 24-hour-a-day coverage to each county with a population over 2,500. Within the department, improved training, streamlined operating procedures and adequate facilities and equipment will improve police capability to patrol, detect and apprehend criminals and provide the myriad other services required by the public.

Police capability to communicate and interact with the community also must be improved. The police must take an aggressive role in developing a community spirit and working with concerned citizens in preventing and detecting target crimes.

> MANPOWER: Establish and effectively deploy 10-man units to provide service to each county with over 2,500 population.

The increase in rural law enforcement manpower to units of 10 or larger is essential to the ideal system. Additional man-hours will allow time for advanced and specialized training; continued and thorough investigations; 24-hour operations and interaction with the community.

Each department should include at least one person who has specialized skills in communication. This person, as a regular duty, should initiate and maintain contact with the news media and the community.

> TRAINING: Require a minimum 400 hours training for each recruit. In-service training of at least 400 hours per year should be required.

To reach and maintain a high level of police professionalism each recruit should be required by the Peace Officers Standards and Training Council to complete at least 400 hours of basic training. This recruit training should include the basic skills of mass and personal communication, an understanding of the overall police function and preparation to investigate any crime, apprehension of the offender, and preparation of the case for prosecution.

Training in communication skills is essential for police capability to work with other law enforcement agencies, criminal justice agencies, citizens and the community and to extend his service to work among offenders to reduce recidivism.

Through in-service training the professional lawman should refresh his knowledge of basic skills and acquire specialized skills.

> EDUCATION: Establish minimum requirement of 12 years formal education or GED certification. Each recruit should agree to continue with post-secondary education.

Recruit screening should be used to select mentally and psychologically fit officers. High school graduation or certified equivalency should be a minimum educational requirement.

Salary increases and promotions will be needed to recruit and hold career-oriented officers and to encourage officers to acquire associate or bachelors degrees in police science or related fields.

> EQUIPMENT: Each agency should supply adequate equipment for the protection of the officer and the public. Specialized investigative equipment should be available as needed. Agencies should adopt and require uniforms which provide safety and public recognition.

Each agency should supply each officer with adequate equipment for his own protection and that of the public. Vehicles essential to rural patrol should be equipped for communications and visibility.

Uniforms should be adopted which are recognizable and easily identifiable. Specialized equipment should be available in each department

FACILITIES: Minimum facilities should include housing for communications, records, and personnel. Overnight detention facilities should allow space for interrogation and attorney/offender conferences.

Each agency should have facilities to house communications, record-keeping and dispatch. Ideally there should be a separate area for the administrator's office, clerical personnel, interrogation and visiting for detainees and an isolated area for offender/attorney conferences.

Jail facilities should be considered as holding areas for pre-trial detainees. Ideally, space should be provided for segregation of male and female adults and male and female juveniles.

WORKLOADS: Each agency should seek to effectively deploy available manpower by assigning non-sworn personnel to handling non-police matters and limiting the workload of sworn personnel to law enforcement duties.

Sworn trained officers, to the extent possible, should be free from non-police activities such as service to related agencies and civic organizations. Sworn personnel should limit duties to patrol, investigation and law enforcement functions.

Non-sworn personnel should be utilized to perform community awareness and other liaison tasks or, alternatively, these duties should be excluded from the department's functions to the extent possible. Supplementary manpower should assume responsibility for record-keeping, communication, dispatch and other clerical functions whenever, and to the maximum extent, possible.

OPERATING STANDARDS: Written standards defining the duties, responsibilities and activities of the agency and of each staff member should be posted. A similar outline of the agency function should be available to the public.

Specific areas of crime and specific target crimes should be periodically identified for both the staff and the public.

Each law enforcement agency should have a written and established policy for providing information to the press. This policy should provide for the release of routine information, promotional and education material and emergency communications as well as data on crimes, investigations and arrests. The policy should designate one or more individuals to serve as liaison to the press.

Each agency should have a written and established policy for handling citizen complaints and grievances. This policy should provide for a record of the complaint and subsequent action to be permanently filed and accessible to the public. A record of the subsequent action should be conveyed to the citizens.

Each officer should be encouraged to take an active role in encouraging and participating in school, civic organizations and neighborhood efforts to form or maintain worthy crime prevention programs.

These operating standards will assure that all staff and the community as well understand the police function. Such standards will also serve as the base for setting goals and priorities for the department itself and for liaison with the public and other agencies.

SERVICES OFFERED: Service to the public and to associated agencies should be the first priority of any law enforcement agency. Such services should include liaison and assistance to the governing body of each city and county, to the public, to detainees and their visitors, to prosecutors, defenders, courts and other law enforcement agencies to corrections officers and to offenders released back into the community.

Specific services should include:

(1) Assistance in the release of prisoners on their own recognizance;

(2) Diversionary plans;

(3) Specific target-crime campaigns;

(4) Narcotic and drug investigations;

(5) Intelligence operations (even extending to the detention system);

(6) The capacity to speak and meet with school, religious and civic groups interested in active crime prevention; and,

(7) Active support and participation in civic campaigns aimed at prevention, patrol or detection of crime.

To further minimize public apathy, law enforcement agencies in major communities should take an aggressive role in developing community awareness and interest by:

(8) Contacting school, civic and religious organizations for assistance in reducing target crimes, fostering cooperation and planning neighborhood security; and,

(9) Maintaining contact with the community through ongoing campaigns of regular public meetings, press conferences and participation in school and civic affairs.

INFORMATION SYSTEMS: An integrated network of criminal justice information systems providing full-time dispatch must be established.

All criminal justice agencies will require more information to function properly in the next ten years. This information must be timely and useful in decision making. It will be required for both operational and management purposes.

The information will assist local and state criminal justice agencies in the apprehension of criminals, the reduction of the personal risk of arresting officers, the expeditious handling of court cases and the effective treatment of offenders. It will aid in the planning, organizing, directing and evaluation of activities where most of the needs are statistical in nature.

To accomplish this, an integrated network of criminal justice information systems must be developed for collecting, processing and disseminating data. Considerable use of the latest information system technology involving computers, telecommunications and terminals will be required to operate a single, complete information network linking all criminal justice agencies. The network would be operationgal on a 24-hour, seven-day-a-week basis.

The proposed criminal justice system network corresponds to four levels of government jurisdiction. The first level of jurisdiction consists of the information and statistical activities conducted by the Federal government. The second level includes the activities conducted by the state. The third level is the criminal justice information and statistical system maintained by local jurisdictions. This level, in most cases, would be a joint city and county endeavor. The fourth level consists of the information needs of the individual criminal justice components; the police, courts and corrections.

Standards must be established for the design and operation of the criminal justice systems to facilitate inter-system communication and to ensure the integrity and security of data. The standards are necessary for system and security and privacy procedures.

Montana would need a mandatory reporting law authorizing the state to collect criminal justice data on standard input forms. Legislation would be required to establish a Security and Privacy Council with sufficient authority to adopt and administer security and privacy standards for criminal justice information systems. These standards would include purging, access, and dissemination of criminal offender data.

The state should provide the following services as part of the criminal justice information system:

- Online data fulfilling common information needs for criminal justice agencies. The following table illustrates the function of the state system.

Table I
Criminal Justice Functions Performed By
State Criminal Justice Information Systems

Police Functions	Courts Functions	Corrections Functions
Administration/Finance	Administration/Finance	Administration/Finance
Alphabetic Index	Briefs Bank	Aftercare Information
Arrests	Courts Personnel	Case Disposition Reports
Communications-Message Switching	Criminal History	Corrections Personnel
Communications-Online Inquiry	Juvenile Index	Criminal History
Crime Lab	Juvenile Records	Inmate Accounting
Crime Trend Analysis	Offender Based Transactions	Inmate Records
Criminal Associates	Planning	Offender Based Transactions
Criminal History	Probation & Parole	Performance Evaluation
Fingerprinting Processing	Prosecution	Physical Goods Inventory
Licensing/Registration	Research/Statistics	Planning
Missing Persons		Probation & Parole
Modus Operandi		Rehabilitation
Narcotics Control		Research/Statistics
Offender Based Transactions		
Organized Crime		
Performance Evaluation		
Planning		
Police Personnel		
Research/Statistics		
Stolen Licenses		
Stolen Property-Guns		
Stolen Property-Vehicles		
Stolen Property-Other		
Subjects in Process		
Training		
Uniform Crime Reports		
Warrants/Wanted Persons		

- A computer to computer interface or remote job entry interface with Montana State Prison for access to corrections data. Table I contains a list of functions supported by the corrections information system.

- Access by computer interface to vehicle and driver files maintained by non-criminal justice agencies.

- Maintenance of a state computer dedicated solely to and controlled by criminal justice agencies.

- All necessary telecommunications and terminals for access to local users in all 56 counties, either by computer to computer interface, remote job entry interface or direct terminal link.

- The computerized switching of agency to agency messages for all intrastate users and routing of messages to and from qualified agencies in other states.

- A high speed interface to NCIC providing access, entry and update to all NCIC files and indexes.

- The reporting of offender-based transaction and uniform crime report statistics to the federal government.

- Preparation of a yearly master plan for the development and maintenance of the integrated network of criminal justice information systems.

- Arrangements for the audit and inspection of state and local information systems.

- Technical assistance and training to all criminal justice agencies in data collection methods, system development, statistical analysis, data processing, telecommunications, and planning and evaluation.

In order to accomplish the previously outlined functions, the state will have to staff and fund a criminal justice planning and evaluation center, a statistical analysis center, a data processing center, and an identification center.

Local automated information systems would be developed in the more populated areas to satisfy joint city and county needs. These systems would be supported on local shared computers or remote job entry from the state dedicated computer. The local criminal justice information systems would be located in Billings, Great Falls, Missoula, Butte, Helena, Bozeman, and Kalispell. They would develop a combination of manual and automated systems relative to police and courts functions as described in the following table. All of the functions may not be required at every location.

Other local criminal justice agencies would develop manual systems to satisfy their information needs.

Table II
Criminal Justice Functions Performed By
Local Criminal Justice Information Systems

Police Functions	Courts Functions
Activity Reporting	Administration/Finance
Administration/Finance	Calendar/Scheduling
Alphabetic Index	Case Control
Communications-Online Inquiry	Case Disposition Reports
Crime Trend Analysis	Citation Control
Performance Evaluation	Communications-Online Inquiry
Planning	Docketing
Research/Statistics	Evidence Control
Resource Allocation	Fines, Collateral, Bail
Subjects in Process	Jury Management
Workload Analysis	Juvenile Index
	Planning
	Research/Statistics
	Summons Control
	Warrant Control
	Witness Control

COMPLIANCE WITH STANDARDS AND GOALS:

The following standards set by the National Advisory Council on Criminal Justice Standards and Goals in the report on "Police" are being at least partially met by Montana law enforcement agencies.

MANPOWER:
- 1.4 Communicating with the Public
- 1.5 Police Understanding of their Role
- 1.7 News Media Relations
- 5.2 Combined Police Services
- 9.1 Specialized Assignment
- 9.8 Special Crime Tactical Forces

MANPOWER: (cont.)	9.10	Narcotic and Drug Investigation
	10.1	Assignment of Civilian Police Personnel
	10.2	Selection & Assignment of Reserve Police Officers
TRAINING:	1.2	Limits of Authority
	1.3	Police Discretion
	3.2	Crime Prevention
	16.4	Interpersonal Communications Training
	16.5	In-Service Training
	16.6	Instruction Quality Control
	16.7	Police Training Academies and Criminal Justice Training Centers
EDUCATION:	13.2	College Recruiting
	15.1	Educational Standards for Selection of Police Personnel
	15.2	Educational Incentives for Police Officers
EQUIPMENT:	4.3	Court Supervised Electronic Surveillance
	21.1	Police Uniforms
	21.2	Firearms and Auxiliary Equipment
	21.3	Agency Provision for Uniforms and Equipment
	23.2	Standardized Radio Equipment
	24.2	Basic Police Records
	24.3	Data Retrieval
	24.4	Police Telecommunications
FACILITIES:	4.1	Alcohol and Drug Abuse Centers
	12.2	The Crime Laboratory
	12.4	The Detention System
WORKLOADS:	1.1	The Police Function
	1.4	Communications with the Public
	4.3	Diversion
	5.1	Responsibility for Police Service
	9.7	Criminal Investigators
	9.9	Vice Operations
	9.10	Narcotic & Drug Investigations
	9.11	Intelligence Operations
	16.4	Interpersonal Communication Training
	16.5	In-Service Training
	24.1	Police Reporting
	24.2	Basic Police Records

OPERATING STDS.	1.7	News Media Relations
	2.2	Establishment of Policy
	7.2	Executive Responsibility
	9.5	Juvenile Operations
	9.6	Traffic Operations
	9.11	Intelligence Operations
	18.2	Police Employee Organizations
	23.3	Radio Communications
	24.1	Police Reporting
SERVICES:	1.1	The Police Function
	2.2	Establishment of Policy
	4.3	Diversion
	9.8	Special Crime Tactical Forces
	9.9	Vice Operations
	9.10	Narcotic and Drug Investigation
	9.11	Intelligence Operations
	12.4	The Detention System
INFORMATION SYSTEM:	23.1	Police Use of the Telephone System
	23.3	Radio Communications
	24.1	Police Reporting
	24.2	Basic Police Records
	24.3	Data Retrieval
	24.4	Police Telecommunications
	4.1	Police Information Systems
	4.2	Crime Analysis Ability
	4.5	UCR Participation
	4.6	Expanded Crime Data
	4.7	Quality Control of Crime Data

Adjudication within the framework of the criminal justice system is a complex sub-system consisting of 3 distinct components. The prosecutors belong to the executive branch of government and represent the community as a whole. The courts belong to the judicial branch of government and have the primary responsibility of insuring laws are properly applied and justice done. The defense is to see that the individual charged with a crime receives fair and proper treatment.

In discussing the ideal adjudication system for Montana, two pertinent facts must be realized: (1) Montana is a rural state with a large geographical area and low population density, the largest center of population of which is less than 100,000; (2) the ideal system must be structured to fit within the framework of the new Montana Constitution which was adopted in 1972. These two considerations are critical to the following discussion of the components of the adjudication sub-system.

Supreme Court

All courts in the state should be unified under the direction of the Supreme Court. Concurrently, all trial courts should be unified into a single trial court with general jurisdiction but under the supervision of the Supreme Court. By unifying the court system under the supervision of the Supreme Court, rules and procedures would be uniform throughout the state.

District Court

The district court has general trial jurisdiction and must be a court of record. Because Montana is a rural state, the jurisdiction of the district court extends to juvenile and family matters. A guiding principle in discussing the ideal district court system is that all district court judges should have comparable caseloads; however, in determining what comparable caseloads are, the geographical areas encompassed by the judicial district must be considered. In Montana, there have been no

new judicial districts since about 1947. No additional judges have been added since 1963. Some communities and areas have undergone great population growth in the last 10 or 15 years, and consideration must be given to changing judicial districts and adding judges where they are needed.

Montana does not have need of court administrators for each judicial district. Caseloads and administrative problems at the district court level do not justify this. However, there should be one court administrator at the state level. He would be responsible to the chief justice of the Supreme Court and would work for the entire judicial system in Montana. He would make reports to the chief justice regarding caseloads both at the Supreme Court level and at the district court level. The administrator would determine problem areas, new programs, and whether the legislature ought to re-district or add new judges. He would also be responsible for establishing education and training programs for Montana's judges.

Justice Courts

Justice courts are courts of limited jurisdiction and are required by the 1972 Montana Constitution. Jurisdiction of the justice courts should extend only to minor offenses and small claims but they also should be examining courts to determine if there is probably cause that a felony has been committed. Except in minor traffic cases, the justice court should be a court of record.

Justices of the peace should be judicial officers and not county officers. Since justices of the peace do make judicial decisions which affect the lives and the rights of many people, they should be attorneys.

Appeals from justice court should be based on review of the record and should not be by trial denovo. Because the 1972 Montana Constitution states that appeals from justice court shall be by trial anew at the district court level, a constitutional amendment would be necessary to implement review.

MANPOWER: The Supreme Court should consist of a chief justice and six associate justices. Judicial districts should be reevaluated and new judges provided for as needed. One court administrator directly responsible to the chief justice of the Supreme Court should be appointed.

By having 6 associate justices the workloads of each judge would be reduced : each justice would have more time to devote to those cases assigned to him.

To assist the justices with their research and with their workloads,each justice should have one law clerk who is a full-time attorney assigned to him. The court should also have screening provisions to eliminate frivolous appeals and segregate appeals which do not require full hearings.

> TRAINING: A program of continuing education should be available to Supreme Court justices and to district judges.

Just as a trial judge is different from an attorney, so an appellate judge is different from a trial judge. To assist the justices in the role of appellate judges, and to help them keep abreast of new ideas in judicial circles, provisions should be made to allow the justices to attend seminars and conferences for appellate judges. Since Montana would only have 7 justices under the ideal system, seminars and conferences should be held in conjunction with appellate judges from other states. By bringing appellage judges together from various jurisdictions, the needs and problems of the court system in Montana could be discussed with other judges who may have similar problems and needs.

When an attorney moves to the bench, he will find himself involved in many kinds of cases which he did not handle as an attorney. An example of this is that many of our district court judges were not involved with juvenile law when practicing as attorneys. As attorneys, they acted as advocates for their clients. As judges, they must be neutral parties and must make decisions based on the law and on the facts presented to them.

A seminar on the role of the judge should be required of all newly appointed or elected judges. One of the principal things a judge will be involved in is the sentencing of convicted offenders and it is extremely important that all judges receive training in this area.

EDUCATION: Justices of the Peace should be qualified attorneys.

WORKLOADS: No justice should be assigned more than 30 cases per year for written opinions. All court personnel should have adequate supportive staff and secretarial help.

The workloads for the justices must be such that the court's calendar remains current. To insure that the court does remain current, no justice should be assigned more than 30 cases for written opinions. This takes into consideration the fact that each justice must prepare himself for all cases to be heard during the term.

Judges should be able to devote their full attention to their principal duty - making judicial decisions; therefore, they should have adequate secretarial help to aid in answering correspondence and writing memoranda.

Justices of the peace must also have adequate staff to handle administrative duties. Clerks and secretarial help should utilize modern administrative and management techniques. The justices also must have available to them a current set of Montana Codes as well as a law library.

OPERATING STANDARDS: A screening process should be implemented to avoid hearing frivolous cases and to segregate cases which do not require a full-hearing.

Justices of the Peace should be judicial and not county officers. Jurisdiction of justice courts should be limited to minor offenses and small claims.

INFORMATION SYSTEM: The system, supported by a central complex in Helena, would provide a brief bank, case history/summary file and a capability for civil and criminal law research.

Montana's courts are not faced with the problems besetting courts in large population centers. Cases are not back-logged nor are there other extreme delays in the court system. Thus many sophisticated computer applications such as court calendaring and other management systems would not be cost/effective.

However, there are some areas where assistance is needed. Utilizing the computer complex at Helena, and terminals in each of the counties, district judges, prosecutors and defense lawyers could retrieve and utilize information in a brief bank and case history/summary file. Provisions would be made for civil and criminal law research and the law school at the University of Montana would have direct access to the research file and provide technical assistance.

MANPOWER: Full-time county attorneys, responsible only for criminal prosecution, should be elected in the larger population Montana counties. These county attorneys should not be involved in the private practice of law. The remaining counties should elect county attorneys who will be encouraged to devote the majority of their practice to criminal law, but who will be allowed to engage in the private practice of law. Each county attorney should be provided with sufficient clerical staff. Assistant county attorneys should be employed on a full or part time basis where required by caseloads.

The current low volume of criminal cases in rural Montana means that many prosecutors handle too few cases to develop a high degree of professional expertise. However, the caseload in the major population counties is sufficient to allow for development of such expertise.

Due to Montana's heritage of local government control and county autonomy and based upon the often vast distances between county seats, any attempt to regionalize prosecutors seems unlikely to succeed. However, professional expertise can be developed through the implementation of full-time county attorneys in certain Montana counties with high population and criminal caseloads, with these prosecutors in turn providing technical assistance and education to the prosecutors in lower population and caseload areas.

Salaries should be increased to a competitive level with private practioners to enable qualified attorneys to hold the position of county attorney or assistant county attorney. To ensure that the prosecutor is responsive to the people and that he has adequate time to prove himself to the electorate, he should be elected to a 4-year term.

At least one legal secretary should be employed for each 2 attorneys in an office.

Assistant county attorneys should also be full-time in the larger population counties and have no interest in a private practice. Where necessary, due to caseloads, assistant county attorneys should be employed either on a full or part-time basis, in the remaining Montana counties.

TRAINING: There must be a statewide program of continuing legal education and training for prosecutors to keep abreast of changes in case law and legislation. Training will also help the prosecutor in developing and refining prosecution skills. Emphasis of the program should be on trial tactics, office management, recent criminal law developments, and prosecution programs. The full-time county attorneys should also be available on a year round basis to provide technical assistance and expertise to the other part-time county attorneys.

At least two 2-day seminars should be offered each year and attendance at one should be required. Emphasis should be on office management, trial tactics, recent criminal law developments, and prosecution programs. The full-time county attorneys should be available at any time to provide technical assistance and expertise upon request to the other Montana county attorneys.

EQUIPMENT: Standard office equipment, dictating equipment, library facilities, and access to video-tape equipment is necessary.

The equipment needs of a prosecutor's office are minimal. The office should be furnished with standard office equipment. Dictating equipment is required along with portable dictating equipment where necessary for out of office witness interviews and crime investigation. Each office should have access to video-tape equipment for taping confessions and for preserving testimony. In the higher caseload areas, sophisticated memory-type electric typewriters may be justified. Each prosecutor's office must have a complete working library including a current set of Montana codes for each attorney in the office, a set of the State Reports, the State Digest Series, the Pacific Reporter, and reports of each of the federal courts. Each office should also subscribe to relevant criminal law periodicals.

FACILITIES: Each attorney in the prosecutor's office must have a private office. There should also be adequate storage space for files, a comfortable reception area, space for the secretarial help, and a separate library and conference room.

WORKLOADS: No attorney should be expected to handle more than 90 felony cases annually.

Workloads are extremely difficult to estimate. Some cases are handled rather quickly, while others take a considerable amount of time. A rule of thumb in establishing workloads is that 5 full-time attorneys can adequately handle a caseload of 450 felony cases per year. Therefore, one attorney can adequately handle 90 felony cases per year.

OPERATING STANDARDS: Each office should be autonomous in deciding policy.

Most Montana county attorney's staffs will be quite small,having only 2 or 3 attorneys. The largest office in the state, assuming full-time attorneys, would probably involve no more than 8 attorneys. Consequently, statewide operating standards are not possible and each office should formulate its own procedures.

SERVICES: Principal service which the prosecutor's office should provide to the public other than criminal prosecution is consumer protection and public education.

A prosecutor's office should provide more services than just criminal prosecution and acting as a legal advisor to the county. Necessary additional services are public education and consumer protection. Consumer protection services offered should be the investigation and, if necessary, prosecution of consumer complaints. The attorney should also work with other law enforcement personnel in advising business and home owners regarding the protection of their property, handling of bad checks, shoplifting, fraudulent practices, etc. Also, opportunities to address school age groups should be explored in an attempt to inform juveniles of their legal rights.

APPEALS: Appeals should be the principal responsibility of the Attorney General's Office.

The Attorney General has the best facilities to handle appeals and is located at the seat of government where the Supreme Court also is located. The prosecuting attorney should assist the Attorney General in preparing appeals and should be present at the hearing before the Supreme Court to answer any questions about proceedings at the trial level.

STATE PROSECUTOR'S ORGANIZATION: A statewide organization of prosecutors is necessary and should be staffed by an executive director and clerical personnel. This state organization would be responsible for training programs and for preparing legislation on behalf of the prosecutors.

This state organization also would keep prosecutors informed of recent developments in legislation and case law and would develop statewide training programs for prosecutors as well as coordinate technical assistance requests from the part-time county attorneys.

POLICE PROSECUTORS RELATIONS: Prosecutors should be actively involved in a program of police-prosecutor relations.

Such a program is vital to the proper and successful enforcement of the law. It is imperative that the prosecutor understands the police job and that he appreciates the problems that police face in investigating criminal activity.

It is similarly important that the police are aware of the problems the prosecutor faces in preparing a case for trial and the need for proper investigation and preservation of evidence. By implementing a program of police-prosecutor relations, both sides should benefit and the administration of justice in the locality should be improved.

LAW STUDENT INTERNS: The prosecutors should be involved in establishing a law student intern program. Interns would assist the prosecutor in researching criminal law. The program also would provide a training ground and serve as a recruiting tool for future prosecutors.

It is important that the current law intern program, now available to county attorneys, be continued; however, future years' programs should be funded by the local counties or the state.

> INNOVATIONS: Each prosecutor should be actively engaged in developing and using methods to improve the criminal justice system. Programs such as deferred prosecution, night prosecutor's programs, PROMIS, and victim-witness assistance, etc. should be pursued where feasible.

Each prosecutor must actively pursue any program to improve his functioning in the criminal justice system. Several innovative programs now exist and others will be developed in the future to make the criminal process more efficient, less burdensome and more protective of the individual citizen's rights. An open mind and the desire to implement these programs must be stressed upon each prosecutor by the statewide prosecutor's association staff.

Public Defender System

As with the prosecution, the key to the ideal defense system is the development of professional expertise. All components of the ideal system should be geared to provide professional expertise to the public defender.

Public defender offices staffed full-time by attorneys should be established. Public defenders should not be engaged in the private practice of law. Each public defender should be appointed to a 4 - year term and eligible for reappointment to keep turnover to a minimum. Selection should be made by a state selection committee. A public defender should be subject to removal for cause.

To recruit qualified competent attorneys, an attractive salary should be offered. The public defender should be an employee of the state to avoid local pressure.

> MANPOWER: Regional public defender offices must be established and adequately staffed. Investigators and expert witnesses must be available.

Public defender offices should be located in set regions or districts chosen on a combination of population and geography. Each district would have a population of 30,000 to 35,000. Geographic considerations are also important. Most public defender offices in rural Montana will require at least 2 full-time attorneys to cover the area.

The public defender must have access to investigators to adequately defend all clients. Investigative personnel will be used to find witnesses, take statements and examine evidence. The defender also will need expert witnesses to make proper comparisons of prosecution's evidence and to question the testimony given by the prosecution's expert witnesses.

TRAINING: Continuing education and training for public defenders is necessary.

Such a program is needed so that the public defender can keep abreast of the latest changes in the criminal law and develop his defense skills. Training seminars also will provide the public defenders with an opportunity to discuss mutual problems. A minimum of 2 seminars each year should be required. Emphasis should be placed on trial tactics, investigation, office management and correctional programs available to offenders.

EQUIPMENT: Equipment needs of the public defender are minimal.

Each public defender's office should be furnished with basic office equipment. Dictating equipment should include portable dictaphones. These would be used for research out of the office and taking statements from witnesses or potential witnesses.

FACILITIES: Each attorney in the public defenders office must have a private office and access to resource material.

There should also be a private room at the jails in which the public defender can confer with his client.

An adequate library including a current set of the codes is essential. Each office also should have the Montana reports, the State Digest and the Pacific Reports as well as the reports for each of the federal courts.

The office should also subscribe to the Criminal Law Bulletin and to the Search and Seizure Bulletin.

WORKLOADS: An attorney in a public defenders office could adequately handle an estimated 80 felony cases per year.

In establishing maximum workloads, geographic considerations must be taken into account. Because of the rural nature of many areas, public defender districts in Montana will have rather large geographical areas and relatively small caseloads.

OPERATING STANDARDS: Each public defender's office should be autonomous in setting operating procedures.

Because the geographical area covered and the caseloads will vary so greatly from district to district, each office will have to establish its own operating procedures in accordance with its needs.

Supportive Services

The public defender system in Montana should have a state organization and a state office and a law school intern program. The state office would handle appeals to the Supreme Court, habeas corpus proceedings at the prison, etc. It would also provide assistance to the local public defender when necessary in research, trial assistance and, possibly, investigation.

The state office would also be charged with developing programs for public defenders. These programs would include continuing training, manuals, a brief bank and a research program.

Under the law school intern program, law students would be assigned to work in public defender offices. The interns would not be allowed to handle cases but would be available to do legal research and to assist in investigations.

Such a program would benefit both the public defender system and the students. The students would be exposed to actual proceedings and be better able to determine whether they wanted to pursue a career in public defense following graduation. The public defender system would benefit from research assistance and the recruiting of public defenders.

COMPLIANCE WITH STANDARDS AND GOALS

The following standards set by the National Advisory Council on Criminal Justice Standards and Goals in the report "Courts", are being at least partially met by the Montana judicial system.

OPERATING STANDARDS:	1.1	Criteria for Screening
	1.2	Procedure for Screening
	2.1	Criteria for Diversion
	2.2	Procedure for Diversion Programs
	3.1	Abolition of Plea Negotiations
	3.2	Record of Plea and Agreement
	3.3	Uniform Plea Negotiations Policies and Practices
	3.4	Time Limit on Plea Negotiations
	3.5	Representation by Counsel during Plea Negotiations
	4.1	Time Frame for Prompt Processing of Criminal Cases
	4.2	Citations and Summons in Time of Arrests
	4.3	Procedure in Misdemeanor Prosecutions
	4.4	Limitation of Grand Jury Function
	4.5	Presentation Before Judicial Officer Following Arrest
	4.6	Pre-trial Release
	4.7	Nonappearance after Pre-trial Release
	4.8	Preliminary Hearing & Arraignment
	4.9	Pre-Trial Discovery
	4.10	Pre-trial Motions and Conference
	4.11	Priority Case Scheduling
	4.12	Continuances
	4.13	Jury Selection
	4.14	Jury Size and Selection
	4.15	Trial of Criminal Case
INFORMATION SYSTEMS:	5.1	Decision Making in Individual Cases

Discussion of an improved potential correctional system must start with a determination of what we want the system to do. Existing philosophies are punishment, deterrence, or rehabilitation. Each has its advocates. In the past, the mistake has been to choose one of these philosophies as a panacea for all correctional cases.

A truly ideal system does not rest upon a revolutionary philosophy but rather upon a combination of the three existing philosophies; punishment, deterrence, and rehabilitation. Each must be available from the standpoint of the consumer and the most suitable mode of treatment diagnosed and applied to the individual offender.

Therefore, the purpose of the adult correctional system is not simply to punish, deter, or rehabilitate but to modify the offender's behavior to a socially acceptable level.

The determination of guilt officially admits an individual to the correctional process. Although many believe correction begins with arrest deviant behavior has not been established at that point, so no modification is justified.

Upon determination of guilt and prior to imposition of sentence, the offender should be sent to a diagnostic testing and evaluation center to determine proper treatment. Such a center must accept each convicted felon and be capable of meticulous medical, psychological, and psychiatric evaluation by a professional staff. Outside data such as court observations, criminal history, and any field investigation might also be used by the staff in preparing recommendations for treatment to a sentencing and review authority.

The sentencing and sentence review authority should be made up of those persons best able to determine the needs of the offender. A minimum of three persons is needed for the sentencing authority: (1) the trial judge; (2) the director of the diagnostic testing and evaluation center; and, (3) the director of the Department of Institutions, which would be responsible for every convicted felon.

The sentencing authority would have many options. Taking all available information into consideration, it may release the offender, or proceed with any of the following alternatives:

1. Defer prosecution;
2. Defer imposition of sentence;
3. Establish probationary period;
4. Sentence to a community correctional facility;
5. Sentence to another facility such as the the state hospital;
6. Sentence to the Montana State Prison; or,
7. Sentence to execution.

Community manpower and rehabilitation programs would be provided as auxiliary services to probationers or inmates of a community treatment center. All three philosophies, punishment, deterrence, and rehabilitation, are included among the treatment options.

While the majority of offenders return to the street, not all will. A certain percentage of those convicted will, by necessity, be permanently incarcerated or executed.

In this potential system, the sentencing authority would assume responsibility for the functions currently performed by the Board of Pardons. Responsibility for the field services now provided by the Board of Pardons staff as well as for all modes of correctional treatment would be assumed by a division of corrections within the Department of Institutions.

To reiterate, some correctional administrators believe corrections in the community is the only possibility for success and others see long prison terms as a solution. Each existing philosophy and treatment mode is effective for certain offenders.

The improved system would incorporate the existing system but add diagnosis as the initial step in determining individualized corrections.

The following sections outline the incorporation of the existing system into the development of any potential system. The flow chart on page illustrates the individual's progression through this improved system.

The diagnostic testing and evaluation center should be housed at the Montana State Prison in Deer Lodge. Each convicted felon should be committed to the center for a 30 to 60 day evaluation. Locating the center at the new prison site near Rothe Hall would allow the professional staff to draw upon the resources of the nearby state hospital in Warm Springs and the University of Montana in Missoula. The prison will be a major part of the correctional effort with related programs being coordinated from that point. The sentencing and sentence review authority should meet at the Rothe Hall site on a regular basis.

The old maximum security prison in downtown Deer Lodge will be abandoned and the central prison administration and operation moved to the ranch area. Facilities at the ranch area must include maximum, medium and perhaps some minimum security areas. Facilities designed specifically for women offenders, the criminally insane, or the compulsive offender need not be included at this site as such offenders are few and may be adequately handled by interstate compactual agreement or other contractual arrangement.

Manpower needs at the central institution will require a 4 to 1 ratio of inmates to correctional officers. The officers must meet minimum standards for qualification established by a Correctional Officers Standards and Training (C.O.S.T.) committee. After introductory training, a continuing education program must be provided and required.

In addition to the facilities mentioned and inmate living quarters, facilities and equipment for academic and vocational education should be provided.

The institution as described above is in compliance with standard 11.2 (modification of existing institutions) set by the National Advisory Commission on Criminal Justice Standards and Goals. It will also comply with standards 2.5 (Healthful surroundings), 2.6 (medical care), 6.2 (classification), and 11.4 (education and vocational training).

Board of Pardons

The functions currently performed by the Board of Pardons, as mentioned previously, would be assumed by the sentence and sentence review authority. That authority would be separate from correction services (a function currently performed by the field staff of the Board of Pardons). The authority would be composed of three full-time members, autonomous in their decision making but limited to conducting ten classification or re-classification hearings in one day.

The field treatment section would be a function of the division of corrections. The field service personnel would serve as a coordinator of community services as jailer, and as advocate to the offender. The community service officer in the community will wear many hats but have only one purpose: to accept responsibility for the offender in the community and to exercise his authority over the person assigned to him to insure the best interests of society and the client.

The Division of Corrections will have responsibility for felons incarcerated in the local jail and will determine standards for operation and procedures to be implemented by the community service officer, who will be responsible for a staff providing rehabilitative services. No staff member will have a caseload of over 35 persons.

Corrections in the Community

Ideally each community should have a center specifically designed to treat the needs of each offender and to utilize auxiliary skills available in the community. This could include everything from detention to psychological treatment, medical services, education and training opportunities, social welfare services, and employment security.

Obviously, cost will limit construction of such a center to just a few localities. The alternative is to coordinate these services which are available in most communities. This coordination should become the direct responsibility of the Division of Corrections.

Facilities and services available in the community must be utilized at every phase of the correctional effort from pre-institutionalization to strict incarceration through a gradual release procedure.

MANPOWER: Increase supervision. Decrease prison manpower. Add regional community services officers.

In an improved system it is essential that the manpower of the adult parole authority be increased so that no one individual has a caseload of more than 35 persons or more than 50 units. (One person equals one unit and one pre-sentence investigation equals 5 units). More ideally separate individuals should do pre-sentence investigations.

Existing manpower at the state prison must be re-distributed. The ratio may be effectively reduced to an overall ratio of one employee to 4 inmates, but could vary in special circumstances.

Regional community services officers must be added to assume responsibility for all convicted offenders within a planning region. Those officers will be employees of the Division of Corrections.

TRAINING: A correctional officers standards and training council should be established to set minimum qualifications for employment in the correctional system. The committee should determine basic and on-going in-service training needs.

A minimum of 80 hours basic and 40 hours of continuing training must be completed annually in order to keep up with the changes and new techniques in the field.

EDUCATION: Establish three levels of educational requirements: correctional officers, no educational requirement; community services regional chief, minimum of B.A.; diagnostic and special treatment personnel, must be qualified and licensed in profession.

The correctional officers, or guards, do not need to meet specific educational requirements to be eligible for a position. However they must have a sincere interest and be trainable. Incentives should be added to encourage further formal education.

The regional community services officer should have a minimum of a Bachelor's Degree in the behavioral sciences and preferably additional education and experience.

The professional staff making up the diagnostic and testing function must be qualified and licensed in their respective professions such as M.D., Ph.D., etc.

> EQUIPMENT: Provide some voc-ed equipment at the prison. Provide extensive, highly-specialized equipment at the diagnosis and evaluation center.

The improved corrections system will not require a great deal of equipment because of the community emphasis. While vocational educational equipment will be needed at the prison, adequate equipment already is available in many communities.

Specialized equipment will be needed for the testing and evaluation center.

> FACILITIES: The potential system requires both a central facility and auxiliary facilities throughout the regions and individual communities.

Facilities for Montana's improved system center around a new central institution at Deer Lodge which will house the evaluation and classification service. From that point, the offenders will be transferred to treatment programs most suited to his needs and the needs of society.

Ideally, the established planning regions throughout the state should identify facilities to meet the needs of the individual in all steps of the correctional process.

Each community must have temporary holding facilities which should be used only for pre-trial detention and not be considered a part of the correctional environment.

Workload has a direct relation to manpower. As the manpower is increased in field services, the individual workload will decrease. In the potential system, community or field service personnel in each region should not handle more than 35 individual caseloads.

> WORKLOADS: Parole officer workloads must be reduced. Prison personnel must be reassigned and workloads redistributed. Community auxiliary assistance should be increased to reduce professional staff workload.

Through use of more modern techniques of detention security, the size of the prison staff may be changed to a 1:4 ratio of guards to inmates without any noticeable effects on custody or security.

Utilization of citizen resources in the community will greatly reduce the workload of those currently employed by the system. Volunteer and related service efforts should be expanded to provide maximum service at least possible workload.

OPERATING STANDARDS: Establishment of the Department of Corrections.

There must be established, before 1983, either a Department of Corrections or a division of corrections within the Department of Institutions. The department or division will establish and implement the policy for the administration and operation of the correctional system and its employees throughout the state.

Correctional standards and goals will be the responsibility of the corrections division and its administrator.

SERVICES OFFERED: The improved potential system will provide protection for society, reintegration for the rehabilitated offender and a total reduction in recidivism.

In a small percentage of cases detention, or removal of the offender from the public, is a service necessary for the protection of society.

By far the major service to be provided is the habilitation, rehabilitation, and reintegration of the offender into society. Specific and broad-spectrum treatment should be provided the offender and ex-offender to accomplish this goal, as well as the ultimate goal of reducing or eliminating recidivism.

Existing services available from federal, state, and private agencies should be augmented by citizen and volunteer effort.

The public has shown an interest in helping find more effective programs of rehabilitation. Civic clubs such as the Chamber of Commerce have established rehabilitation programs within the community and many individuals have volunteered to work with court and parole authorities.

The ideal corrections system can gain two benefits by promoting citizen involvement in corrections: (1) additional manpower to provide auxiliary rehabilitative services within the community, and, (2) acceptance of the rehabilitated offender back into the community. Both benefits should result in decreased recidivism.

The community service officer or a member of his staff should accept a leadership role in promoting public involvement in corrections.

It should be a policy of the state corrections system to foster and give direction to citizens interested in working with community corrections.

In order to incorporate liaison work into regular duties, the staff of the corrections system should include personnel trained in public relations.

INFORMATION SYSTEMS: Establish correctional records information system.

A correctional records information systems must be established by 1983. The system must have storage and retrieval capabilities for past and current criminal histories.

Auxiliary rehabilitative services which may be offered include:

(1) Alcohol and drug counseling.
(2) Tutoring and educational assistance - including both vocational training and personal growth skills (such as budgeting, leadership training, etc.)
(3) Employment programs including special public and private work programs.
(4) Crisis intervention assistance.

These programs should, as an off-shoot of involvement, promote acceptance of the offender by the community.

Additionally, broad-based public education programs should be undertaken to break down prejudice in employing, housing, and accepting rehabilitated offenders in the community. Religious and business groups should be encouraged to undertake such programs and to seek employment or provide counseling for ex-offenders whenever possible. It should be realized that religious and business groups may be more successful in helping offenders to find housing and to break down social barriers than correctional system personnel. Auxiliary services provided by volunteers will play a large part in reducing workloads of overburdened field service personnel.

Information would also be used by personnel at the testing and evaluation center in diagnosis. The information system would include data to locate persons within the system at any given time.

Finally, the correctional records information system will be used extensively for evaluation of previous, ongoing and future programs.

The proposed system would support the proposed division of corrections. It would contain custody status of both juveniles and adults, a case history file of persons currently in the system (including official information, personal, and historical) and data to support administrative and management needs. An evaluation component would also be available.

A dedicated computer complex located at division headquarters would serve the needs of the division of corrections. Assuming that such a division had jurisdiction and responsibility for the control and rehabilitation of all persons convicted and sentenced, it should have several systems to support its activities.

Available information on file should include: a custodial status file indicating the status and movement of all individuals being handled by the system; a file permitting development of individual case histories; a four-part file containing official information, personal data, historical data, and experience data; and data available to assist administration and management in operations.

COMPLIANCE WITH STANDARDS AND GOALS

The following standards identified by the National Advisory Council on Standards and Goals in the report, "Corrections" are being at least partially satisfied in the current correctional system.

MANPOWER:	14.1	Recruitment of Correctional Staff
	14.2	Recruitment from Minority Groups
	14.4	Employment of Ex-Offenders
	14.5	Employment of Volunteers
	14.10	Intern and Work-Study Programs
	14.11	Staff Development
TRAINING:	9.6	Staffing Patterns
	13.1	Professional Correctional Management
	14.7	Participatory Management
	11.4	Education & Vocational Training
	11.10	Prison Labor & Industries
EDUCATION:	9.6	Staffing Patterns
	14.9	Coordinated State Plan for Criminal Justice Education
	14.10	Intern and Work-Study Programs
	16.5	Recruiting & Retaining Professional Personnel
	11.4	Education & Vocational Training
EQUIPMENT:	11.2	Modification of Existing Institutions
FACILITIES:	4.2	Construction Policy for Pre-trial Detention Facilities
	9.3	State Inspection of Local Facilities
	9.10	Local Facility Evaluation & Planning
	11.1	Planning New Correctional Institutions
	11.2	Modification of Existing Institutions
	16.14	Community-Based Programs
WORKLOADS:	13.1	Professional Correctional Management
	13.4	Work Stoppages & Job Actions
	14.1	Recruitment of Correctional Staff
	14.6	Personnel Practices for Retaining Staff

OPERATING STANDARDS:	9.1	Total System Planning
	11.1	Planning New Correctional Institutions
	12.1	Organization of Paroling Authorities
	16.1	Comprehensive Correctional Legislation
SERVICES:	3.1	Use of Diversion
	7.1	Development Plan for Community-Based Alternatives to Confinement
	10.2	Services to Probationers
	12.6	Community Services for Parolees
	16.14	Community-Based Programs
INFORMATION SYSTEMS:	6.3	Expansion of Corrections Data Base
	6.4	Offender Statistical Data
	6.6	Corrections Experience Data
	6.1	Comprehensive Classificiation Systems
	15.1	State Correctional Information Systems
	15.3	Design Characteristics of a Correctional Information System
	15.4	Development of a Correctional Data Base

Although the juvenile offender is largely handled by the same system that processes the adult offender, by law and general practice that system makes special provision for youth.

The ideal criminal justice system would also make special provisions for the handling and rehabilitation of delinquent youth.

The following sections identify these provisions.

The Police

> MANPOWER: Each law enforcement agency should have a juvenile division or a minimum of one juvenile officer. As part of his regular duties he should coordinate the juvenile service activities of the department and serve as liaison to related juvenile programs operating in the community.

To insure a consistent method of handling juveniles by law enforcement agencies, each law enforcement agency should support a division for processing juveniles.

In departments with more than 10 men, the division would have at least one full-time employee.

In law enforcement agencies with fewer than 10 persons, the division could be supported by an officer assigned on a part-time basis. In either instance, all handling of juveniles would be channeled through the juvenile division.

> TRAINING: Juvenile law enforcement officers should receive a minimum of 20 hours specialized training annually.

Because of the rapidly changing nature of the field of juvenile justice, special training in this area is vital. Most needed training could be provided through the Montana Law Enforcement Academy. Monetary rewards of the completion of training should be offered.

Training would address the law enforcement officers' role in the juvenile justice system including the law, methods of dealing with juveniles, the community resources available to juveniles, and general education on the philosophy of juvenile court.

EDUCATION: Juvenile officers would require P.O.S.T. certification.

Full-time officers would be required to have graduated from the Delinquency Control Institute of the University of Southern California. Officers in support positions would need a minimum of 40 hours in basic juvenile delinquency school from MLEA.

FACILITIES: Short term shelter-care facilities should be developed as an alternative to holding juveniles in jail. By 1980 facilities should adequate enough to provide care for all youth in need of supervision.

The major emphasis in the development of facilities for juveniles should be on the creation of alternatives to local detention. The large number of juveniles detained each year (15 to 20 percent of court referrals) and the poor physical condition of local facilities make this a primary concern.

These facilities should have the primary purpose of providing shelter care for youth who are a danger to themselves or society. The facilities should also provide for those youth in a crisis situation who cannot immediately return to their normal living situations. The facility may house a diagnostic component that would serve as an intake unit to the juvenile court.

Foster care programs must be developed, but the emphasis in this area should be on quality rather than quantity. Careful screening procedures must be developed prior to placing a child in a group or individual foster home.

Youth in need of supervision, as defined by the Montana Youth Act, are those youth charged with offenses which would not be considered criminal if committed by an adult. These children are generally not a danger to the community, and should be held in local jails.

> OPERATING STANDARDS: Procedures defined in the Montana Youth Act would serve as the basis for development of operating standards.

The police agencies ought to have an established policy for handling complaints about juveniles and resulting apprehensions. This policy should be public and publicized.

> SERVICES OFFERED: Programs should be developed in each law enforcement agency to increase positive contact between youth and officers.

Each law enforcement agency should encourage officers to become actively involved in religious, educational, recreational and employment programs related to youth services offered by law enforcement agencies.

Each law enforcement agency should take an aggressive role in establishing and maintaining education programs for juveniles and adults to reduce juvenile delinquency. Programs aimed at children should seek the cooperation of schools, religious groups, and civic organizations. Programs aimed at adults should coordinate services with resources of existing community organizations.

Whenever possible, law enforcement agencies or individual officers should participate in programs which bring them into positive contact with the community's youth. Such programs may include sports, recreation, counseling, or personal development activities.

MANPOWER: Each judicial district should have an adequate juvenile probation staff.

Probation officers serve as an arm of the court and perform duties as prescribed in the Montana Youth Court Act.

As a regular part of their duties the officers should encourage development of, and community support for, auxiliary juvenile rehabilitative services, education and employment programs, and delinquency prevention programs.

A state court administrator should be employed to assist juvenile courts and provide liaison to the state correction system.

The position of juvenile probation in government structure varies considerably from state to state. The controversy centers on two main issues: Whether probation should be part of the judicial or executive branch of government, or whether it should be administered by state or local courts.

The following reasons are given for placing juvenile probation under the jurisdiction of the local courts within our ideal system.

1. Probation would be more responsive to the courts;
2. The proximity of the probation staff and the courts allows easy evaluation of the effectiveness of dispositions;
3. Juvenile courts rely on local funding to support the bulk of their treatment programs;
4. The court has more prestige and political power in the community than does a similar state agency. This stimulates the development of community-based programs;
5. A system based on local control allows more flexibility for the system and the youth it serves.

To tie the juvenile courts to the state correctional system, a state juvenile court administrator should be employed. This will permit total system planning. The state court administrator also would be responsible for developing education and training programs for juvenile courts, for administering state assistance to juvenile courts, for development and collection of data regarding the performance of probation departments for evaluation of the performance of probation officers, and for developing legislation regarding juvenile courts.

The most critical part of any correction system is the availability of supportive services (mental health, schools, unemployment programs), which must be available and adequate to provide services to corrections. Supportive services may include having a corrections oriented worker within each mental health clinic, alternative school programs, and special employment programs for youth.

TRAINING: The state court administrator should provide minimum annual training of 40 hours for juvenile service officers and 16 hours annually for juvenile judges.

EDUCATION: A bachelor's degree in human or social sciences should be a minimum standard for all personnel in juvenile work. Stipend programs should be developed to encourage continuing education for all juvenile justice employees.

There is critical lack of relevant education among corrections personnel. The need for educated personnel has increased with the changes in corrections. Educational standards of the '60's will not suffice in the '70's.

EQUIPMENT: All district court and field personnel should have adequate office equipment and staff to handle routine office work. Videotape equipment should be accessible for training, counseling, and public information work.

FACILITIES: The youth guidance home system, foster care, and group home programs should be expanded to provide each officer with alternatives to committing a juvenile to institutional care.

A statewide plan for alternative family living should be developed. This plan would include standards and guidelines for the development of group and individual foster care programs. It would also provide statewide direction for the geographic distribution of these facilities.

OPERATING STANDARDS: The Montana Youth Act will establish operating standards for the entire juvenile justice system.

SERVICES OFFERED: The Juvenile Service Officer should take an aggressive role in promoting awareness of juvenile delinquency problems and involving the community in finding preventive and curative techniques.

Regular duties should include:

1. Liaison with schools, other service agencies, religious, business, and civic groups interested in reducing or preventing juvenile delinquency;

2. An aggressive role in establishing and maintaining emergency and foster care, public and private employment, auxiliary education and counseling programs for juveniles;

3. Coordination with local law enforcement agencies in juvenile-related, public-education programs;

4. Development of a volunteer program providing one-to-one relationships and other services to the court; and,

5. Special counseling programs providing intensive supervision for seriously troubled youth.

INFORMATION SYSTEMS: Those working with juveniles (judges, juvenile probation officers, aftercare personnel and others) should have access to a case monitoring capability that would provide for accumulating background information as well as recording contacts and case programs. This system would provide the necessary information for an evaluation program.

As with other parts of the criminal justice system, the juvenile justice system would benefit from expanded information systems, such as a case monitoring system that would permit recording basic data on each juvenile handled by a probation officer as well as contact, programatic, and progress data.

A second basic need is to provide an evaluation capability to effectively use the statistical information currently collected and the information that would be collected as part of the case monitoring system. Programs used to assist juveniles in the system should be constantly evaluated to insure their effectiveness.

The juvenile systems would be contained in separate files in the central Helena complex (see page 206) and except for research purposes accessible only to a limited number of personnel in the criminal justice system.

Corrections

The Juvenile Probation Officer will work within the community to develop and sustain juvenile programs and community resources to avoid the need to institutionalize juveniles. The officer will be the key man in the community to coordinate available services and to work with the Division of Corrections in rehabilitation. Juveniles judged not rehabilitatible within the community will be turned over to a state Division of Corrections for treatment.

MANPOWER: Each of the juvenile institutions should have staff adequate to provide counseling, psychological, educational, and vocational services to the juveniles.

The Division of Corrections should have manpower to provide education and training programs for its employees.

The Division also should have additional manpower to supervise community-based treatment projects such as the District Youth Guidance Home program.

TRAINING: The Division of Corrections should provide a minimum of 40 hours annually to each of its employees in handling juvenile cases.
EDUCATION: As with juvenile courts, a bachelor's degree in the human or social sciences should be required of all personnel working with juveniles in a counseling capacity.
EQUIPMENT: Juvenile institutions will need equipment to insure that mental, physical and emotional growth needs of juveniles are met.
FACILITIES: A diagnostic and testing center for disturbed youth and short-intensive counseling facility should be a part of the ideal juvenile corrections system. The state should maintain one treatment facility for youths who cannot be treated within the home community. The Division of Corrections should develop a realistic plan for reducing the number of residential institutions for troubled youth.
SERVICES OFFERED: The Community Service Officer and the Division of Corrections should work with civic, religious, school, and business organizations to promote acceptance of the juvenile returning to the community from the institution.

Education: Programs must be developed in our education system to serve problem children. These should include attendance officers available to each school district; alternative education programs for youth who cannot function in the normal school setting, lowered age requirements for taking the GED, and expanded availability of vocational-technical training.

Employment: Older youths and drop-outs would benefit from union cooperative employment programs and job banks.

Medical: The role medical problems play in deviant behavior must be considered. Each community should offer eye care and dental care to all youth, tatoo removal and cosmetic surgery through corrections agencies, medical assistance for drug and sex-related problems.

Mental Health: Each mental health region should develop a forensics division.

Public Awareness: Community programs must be developed to inform the communities about its youth problems. Youth advocacy programs should be developed to give youth a voice in government and volunteer programs should be developed in all areas of youth services.

SECTION I: THE MULTI-YEAR PLAN

Police

GENERAL STATEMENT AND FORECAST:

In most Montana towns, the only social services agency accessible 24 hours each day is the municipal police or the sheriff's office. Consequently, the public relies on the police for assistance in all emergencies. The amount and variety of services requested often means overwork to police officers. Sworn officers are diverted from criminal investigation to perform civil or routine duties.

The duplication of services, facilities and support systems among sheriff and police agencies also contributes to ineffective use of manpower.

Law enforcement undoubtedly needs additional manpower. Of Montana's 56 counties, 29 do not have 10 or more sworn officers to provide 24 hour service.

Within individual agencies, fragmented and unequal employment practices, coupled with inadequate salaries, cause major problems in attracting and keeping qualified officers.

The solution to law enforcement's manpower problem is two-fold. Available manpower must be effectively utilized and additional manpower recruited.

Consolidation of support systems and facilities will allow more effective use of support personnel and efficient deployment of sworn officers to criminal cases. Manpower utilization studies will point to areas of non-police duties which should be assumed by other agencies or by non-sworn personnel. (Program F-2)

Standardized personnel procedures, including adequate basic pay and incentives for education must be adopted by state and local government to attract and hold qualified officers. Recruiting programs such as cadet training may be needed to attract youth to work in law enforcement.

PROBLEMS AND NEEDS:

PROBLEM: Many agencies are unable to meet increasing demands for service in criminal and civil matters.

NEED: Proper police duties must be determined and sworn officers assigned to handle only those matters. The myriad other services provided by the law enforcement agency must be channeled to other service agencies or at least assigned to non-sworn personnel. Manpower utilization studies are a necessary first step in determining how manpower is being used and what separation of functions is feasible.

PROBLEM: Services, support systems and facilities are duplicated by police and sheriff agencies while available skilled, sworn manpower is inadequate to meet the demands for service within the community.

NEED: Shared use of facilities, support systems and equipment would allow a larger portion of the agencies' operating budgets to be used for sworn personnel and needed equipment. Through consolidation, support personnel would be more efficiently used and, hopefully, some support staff would be freed to handle routine agency duties. Consolidation-at least of support systems-is necessary to efficiently use available manpower.

PROBLEM: More than half of Montana's 56 counties do not receive 24 hour police service.

NEED: The 29 counties not having round-the-clock police protection include 20 counties of over 2,500 population. These counties should consolidate smaller departments to implement 24 hour service through a central agency having a minimum of 10 sworn officers. The Montana Board of Crime Control will provide funding incentives and technical assistance for such consolidation. In the nine counties with less than 2,500 population, contractual arrangements should be made to enlarge the enforcement jurisdictions. The primary advantage of such arrangement would be that increased municipal revenues would provide for more adequate law enforcement services.

PROBLEM: Nearly one-half of the individuals arrested for major felony crimes are juveniles.

NEED: Each agency should have at least one sworn officer who is trained to handle juveniles and assigned to such cases.

Courts

GENERAL STATEMENT AND FORECAST:

Population redistribution in the past decade has resulted in inequities in the caseloads of the various district courts. Legislative action will be necessary to shift or change court jurisdictions to produce a more equitable distribution of cases.

Under Montana's constitution, the legislature is required to divide the state into judicial districts and to set the number of judges in each district. Montana presently has 18 judicial districts and 28 district court judges.

The last new judicial district in Montana was created in 1947. A new judge was added in 1963. Legislation which would have created a 19th judicial district and added one more judge was submitted and defeated in 1974.

The legislature also is responsible for setting the number of justices of the peace for each county. Legislation passed in 1974 will allow up to two justices of the peace per county.

The majority of Montana courts at any and every level are handicapped by the lack of adequate secretarial help. Judges too often must spend valuable time in routine administrative tasks. This, however, is a problem which must be dealt with through state and local government appropriations for adequate staffing.

PROBLEMS AND NEEDS:

PROBLEM: Although the population of Montana has not changed greatly in recent years, it has changed dramatically in certain areas, particularly in western Montana and in the area around Billings, Montana. This has resulted in some disparity in the caseloads judges are handling. Generally, case filings have increased in recent years. This is noticeable in the number of criminal cases which have been filed. Although deferred prosecution (Program A-10) will decrease this caseload somewhat, redistricting eventually will be necessary.

NEED: The composition of Montana's judicial districts needs to be studied. In some areas, district court judges should be added to help handle increased caseloads. Changes in this area will require legislation.

PROBLEM: A problem which some judges are facing is the lack of secretarial help. Because they do not have adequate staff available, many spend valuable time in administrative or clerical work.

NEED: All judges should have adequate secretarial help available to them so that they can direct their efforts to their judicial duties.

Prosecution

GENERAL STATEMENT AND FORECAST:

In addition to his prosecution responsibilities, the county attorney in Montana must also perform numerous civil duties. These civil duties are taking an increasingly greater proportion of the county attorney's time. At the same time, however, the number of criminal cases also is increasing. This and the fact that county attorneys are not full-time government employees creates special manpower shortages.

A local government study commission will be established during 1974. The study commission is to complete its work and make a final report in 1976.

This commission must look closely at the office of the county attorney and determine how the office should be structured to function at maximum efficiency.

PROBLEMS AND NEEDS:

PROBLEM: Criminal caseloads in Montana's large counties, those with population over 30,000, have increased greatly in the past 10 years. It is becoming more difficult for county attorneys with only part-time deputies and increasing civil duties to effectively handle rising criminal caseloads.

NEED: Serious consideration must be given to changing the present county attorney system in Montana's larger counties. Steps must be taken to make the office a full-time position with full-time deputies. Consideration must also be given to separating the civil and criminal functions so that there would be a prosecuting attorney's office to handle only criminal matters.

PROBLEM: In Montana's less populated counties, criminal caseloads are relatively small but increasing. Most of the rural county attorneys do not try many criminal cases. Generally, they have no deputies. These conditions leave the county attorney ill-prepared for major case preparation or prosecution.

NEED: Trial assistance must be made available to rural county attorneys. This could be done by adding deputies to the county attorney's staff or by establishing a district attorney system in which several counties would combine to establish a full-time prosecutor's office. As a third alternative, prosecution assistance could be made available at the state level. Qualified prosecutors would be available to assist county attorneys in major criminal cases.

Defense

GENERAL STATEMENT AND FORECAST:

Defense counsel available to indigent offenders varies greatly from county to county. In some counties, a public defender or public defenders are employed. In other counties, counsel is assigned on a rotating basis or on the basis of who is available. Regardless of what system is used, public defenders are also engaged in the private practice of law. The amount paid to defense counsel also varies from county to county and, sometimes, from case to case.

Because court decisions and legislation require defense counsel be assigned to indigent defendants, manpower is not a critical problem. However, the basic premise underlying the court decisions and legislation-that the indigent defendant is entitled to competent representation-is of concern. The goal, then, is to see that available manpower is effectively utilized to provide competent representation.

PROBLEM: Little is known about public defense in the state or what type of system is needed in any specific area.

NEED: A comprehensive study of the defense system in Montana is needed. It should show the caseloads and needs for each area and make recommendations about providing adequate defense services for indigent offenders in each area of the state. Such a study could and should be tied to the local government study commission mentioned previously.

Corrections

GENERAL STATEMENT AND FORECAST:

Although it is generally held that an increase in manpower will solve many correctional problems, this is not necessarily true in Montana. More effective utilization of manpower-available and additional-is a more realistic approach to the state's manpower problem.

As effective manpower is the single most important factor in any endeavor, the multi-year program emphasizes continually improving quality of personnel.

PROBLEMS AND NEEDS:

PROBLEM: The Montana State Prison has an employee to inmate ratio of almost one to one. Because of the deteriorated condition of the physical plant, this ratio is necessary to do an effective job. The prison also has an excessively high rate of employee turnover.

NEED: A reduction in manpower at the prison may be achieved through attrition with no loss in effectiveness if personnel are shifted to different facilities and provided with more than custodial duties. The improvement in working conditions will be an incentive which should reduce the turnover rate. A new prison facility will be constructed during the multi-year period.

PROBLEM: The probation and parole field services division of the Board of Pardons is greatly understaffed and handles excessive caseloads. Parole officers are required to perform pre-sentence investigations as well as to supervise offenders.

NEED: An immediate increase in field service personnel is required to reduce the individual caseload to a level of no more than fifty units of work. Additional personnel should be added to perform pre-sentence investigations.

PROBLEM: The offender in the community lacks needed guidance, supervision and physical facilities for re-integration into society. Local jails cannot provide the needed services in their present condition and with existing manpower.

NEED: Community facilities are needed to provide for housing and programs aimed at rehabilitation. Although some social services are currently provided, additional manpower is required to coordinate these services for the offender. A community service officer and staff responsible to a state division of corrections could serve this role.

Juvenile Justice

GENERAL STATEMENT AND FORECAST:

Most individuals employed in juvenile justice are currently overworked. Juvenile probation officers are expected to perform diverse duties including law enforcement, prosecution, adjudication and counseling. Caseloads and jurisdictional areas are exceedingly large.

Clarification of the juvenile probation officers duties and an increase in manpower are needed. Auxiliary support from volunteers also will reduce the caseload of juvenile justice personnel.

The recently adopted Montana Youth Act will provide some clarification of the proper duties of juvenile probation officers. By 1979, the statewide total of juvenile probation officers should be increased from 39 to 45. A state-supported office responsible for the recruitment and supervision of volunteers also is anticipated.

NEEDS AND PROBLEMS:

PROBLEM: Juvenile probation officers are expected to handle too many diverse duties. Counseling and prosecution duties result in the officer being requested to assume adversary roles.

NEED: Legislation clarifying the duties of the juvenile probation officer and eliminating law enforcement and prosecutorial duties is needed.

PROBLEM: Individual officers are assigned too large a geographical area and too many cases for effective prevention of juvenile recidivism.

NEED: Additional manpower is needed to reduce the jurisdiction and caseload of individual officers. The Board of Crime Control is assisting local government in initial employment of deputy probation officers (Program A-3). By 1979, a total of 45 officers should be available to the juvenile courts.

MULTI-YEAR BUDGET AND FINANCIAL PLAN

MANPOWER

		1975	1976	1977
A1	REPLACEMENT MANPOWER	9,000	10,000	10,000
A2	POST-GRADUATE EMPLOYMENT	54,000	45,000	30,000
A3	JUVENILE PROBATION	52,500	40,000	27,000
A4	COUNTY ATTORNEY COORDINATOR	20,000	-0-	-0-
A5	CLINICAL SERVICES	36,000	36,000	-0-
A6	POLICE CADETS	9,000	9,000	9,000
A7	VOLUNTEER AUX. POLICE	9,000	9,000	5,000
A8	P.O.S.T. CERTIFIED MANPOWER	27,000	27,000	-0-
A9	CORRECTIONS ADMINISTRATOR	27,000	27,000	-0-
A10	COURTS COORDINATOR	27,000	27,000	-0-
	TOTAL	270,500	230,000	81,000

Police

GENERAL STATEMENT AND FORECAST:

Few law enforcement agencies use an entrance examination to determine the psychological suitability of recruits, nor do many offer promotions, raises or other incentives to advanced training and higher education. Yet, it is generally recognized that advanced training is necessary to the development of law enforcement professionalism.

The recently authorized Peace Officers Standards and Training Council has established a minimum 200 hour training curriculum for recruits and is establishing standards for advanced training. The Council is working closely with Montana Law Enforcement Academy to develop needed training programs including a field, in-service training capacity. Through the multi-year period, P.O.S.T., M.L.E.A. and the state Board of Crime Control will work together in setting obtainable minimum training standards for lawmen and assisting agencies in reaching these minimum standards.

PROBLEMS AND NEEDS:

PROBLEM: Personnel policies of law enforcement agencies generally do not provide adequate standards for recruitment, training and career advancement of officers.

NEED: Recruitment practices must be standardized and refined to attract and select suitable officers. This task can be established by P.O.S.T. which also will be active in developing standards for training and career advancement.

PROBLEM: Many law enforcement administrators have risen through the ranks without benefit of training in administrative skills.

NEED: To assist in the development of modern police administration, specialized training should be made available to these administrators.

The P.O.S.T. Council and the M.L.E.A. staff are working together to develop such a program. (Program B-12)

Courts

GENERAL STATEMENT AND FORECAST:

The judiciary branch of government needs continuing training to keep judges at all levels abreast of changing concepts of law. Currently, however, no continuing systematic education is available to court personnel. In 1974, Montana district judges are being required to render fair and impartial decisions based on newly revised criminal codes. Justices of the peace are elected officials of which little legal education is demanded. Yet, when elected, justices must decide substantial points of law. For these reasons, development of a continuing training program for court personnel is essential.

In 1974, the legislature provided for the University of Montana School of Law to establish a training program for justices of the peace. The Board of Crime Control is assisting the district judges in developing an annual seminar program which will serve as the basis for judicial training. (Program B-8).

PROBLEMS AND NEEDS:

PROBLEM: No formal training in the rudimentary functions of the judiciary is available to the attorney who ascends to the bench.

NEED: Seminars or schools on the judiciary should be available to all newly appointed or elected judges so that they can assume their duties with a basic understanding of the function of the judge. In addition, seminars should periodically be held so that judges can come together to discuss and solve mutual problems and develop new judicial programs.

PROBLEM: The only training required of justices of the peace is that the justice of the peace must either be an attorney or complete an orientation course immediately following the general election. As few attorneys are justices of the peace and general elections are held at four year intervals, most justices have little training in required legal practices.

NEED: A continuing, comprehensive training program for justices is necessary to assist them in proper performance of functions. Such training should emphasize the new criminal code, rules of evidence, court procedure and the clerical responsibilities of the justice of the peace.

Prosecution

GENERAL STATEMENT AND FORECAST:

On January 1, 1974, a new criminal code went into effect in Montana. As a result of this new code, Montana's county attorneys will be faced with new and different legal issues, many of which will be taken to the Montana Supreme Court. In addition to these changes, the county attorney must be current in the great volume of criminal caselaw handed down at the federal level. The prosecutor also must be aware of advancements in the area of crime investigation which influences case preparation and trial presentation.

Through comprehensive training, the county attorney can learn of changes in the law and/or refine prosecution skills. Such a program is essential to the effective prosecution of criminal cases and must be emphasized in the multi-year forecast. The county attorney coordinator (program A-4) is responsible for developing such training.

NEEDS AND PROBLEMS:

PROBLEM: County attorney offices in Montana are small and do not have the capacity to develop in-service training programs.

NEED: A statewide, comprehensive training program is needed for Montana's county attorneys. Such a program must emphasize, trial tactics, legislation, caselaw and prosecution programs. Such a program would also enable county attorneys to come together to discuss mutual needs.

PROBLEM: The majority of Montana's county attorney offices have had increased caseloads in the last decade. In larger offices, such caseloads are nearly unmanageable. In the smaller offices which do not employ deputies, an increased caseload of any magnitude is a considerable burden.

NEED: All county attorneys need training in office management to derive maximum efficiency from available staff.

Defense

GENERAL STATEMENT AND FORECAST:

Proper representation by assigned defense counsel requires that assigned counsel have a good working knowledge of the criminal law. As Montana is now operating under a new criminal code and courts at the federal and the state levels are handing down decisions daily which affect the criminal law and criminal procedure, assigned counsel must be familiar with changing legal concepts. He also must be familiar with modern investigative techniquest and scientific tests.

Montana is a rural state which cannot support a statewide public defender system. Such a system is feasible only in the more populated areas of the state.

To assist part-time public defenders, a training program emphasizing changing legal concepts and procedures must be available.

PROBLEMS AND NEEDS:

PROBLEM: Little training in the area of criminal defense work is available to attorneys who are assigned to defend indigents.

NEED: A comprehensive, training program for public defenders and assigned counsel is needed. As there is no established public defender system in Montana and no state organization to sponsor in-state seminars, the program must initially involve out-of-state seminars and schools.

Corrections

GENERAL STATEMENT AND FORECAST:

Basic and continuing training are vital to the success of the correctional effort. Personnel must be trained to do a specific job to reach a specific goal. Continued training is essential to an understanding of the constantly changing philosophies in the field of corrections.

Correctional training properly includes the establishment of a correctional officer standards training committee (C.O.S.T.) to establish minimum entry levels and prescribe type and amounts of training for each person in each phase of the correctional profession. (Program B-6)

PROBLEMS AND NEEDS:

PROBLEM: Although Montana State Prison has established an excellent pre-service and in-service training program, problems have arisen because of lack of personnel incentive.

NEED: Additional incentives must be offered to the correctional staff to make participation in the training programs more desirable. Such incentives should include salary increases and promotion.

A minimum of 80 hours basic and 40 hours annual in-service training should be required as a condition of employment in the prison system by 1975.

PROBLEM: The probation and parole authority lacks sufficient manpower to release officers from duty for extensive training. Therefore, no formal training program exists.

NEED: A formal training program should be established by 1975 to meet training requirements established by C.O.S.T. Replacement personnel should be available for attending officers.

PROBLEM: Persons responsible for community correctional effort receive no more formal training than occasional seminars. Those involved with local detention, probation, and coordination of services are without a training resource. Although the local jailer may receive detention-oriented training, little emphasis is placed on rehabilitative techniques.

NEED: A continuing correctional training program must be established for community-corrections personnel. Staff of auxiliary services such as half-way houses, jails, probation services, and volunteer programs should receive such training.

Juvenile Justice

GENERAL STATEMENT AND FORECAST:

Although legal procedures for the handling of juveniles are substantially different from those governing adults, no specialized training in these procedures is available to law enforcement, court or correctional personnel.

A three point program for providing such education is included in the multi-year plan. The Montana Law Enforcement Academy will establish a week training course for lawmen involved in juvenile handling. A state office will be established to coordinate the activities of the juvenile courts and the Department of Institutions will establish a training division to instruct the staff of correctional institutions (Program B-7).

PROBLEMS AND NEEDS:

PROBLEM: While juveniles comprise nearly one-quarter of the total offenders processed by the criminal justice system, system personnel receive no training in the special handling legally required for juveniles.

NEED: Each component of the criminal justice system must develop a program to train its personnel in the special techniques of juvenile justice. This program should be on-going, and incorporated into the budgets of state and local governments.

MULTI-YEAR BUDGET AND FINANCIAL PLAN

TRAINING

	1975	1976	1977
B1 MONTANA LAW ENFORCEMENT ACADEMY	175,000	80,000	-0-
B2 PRISON IN-SERVICE	25,000	-0-	-0-
B3 PEACE OFFICERS STANDARDS & TRAINING	25,000	-0-	-0-
B4 OUT-OF-STATE	9,000	20,000	20,000
B5 PROBATION/PAROLE OFFICERS	30,000	20,000	10,000
B6 CORRECTIONS OFFICERS STANDARDS & TRAINING	4,500	25,000	50,000
B7 JUVENILE PROBATION IN-SERVICE	3,600	15,000	15,000
B8 JUDICIAL CONFERENCE	5,400	6,000	6,000
B9 COUNTY ATTORNEY IN-STATE	4,500	10,000	10,000
B10 CLERKS OF COURT	900	900	-0-
TOTAL	282,900	176,900	111,000

Police

GENERAL STATEMENT AND FORECAST:

The average education attainment level of Montana lawmen is currently 13.3 years. Approximately 96 per cent of the state's sworn officers have completed high school or the equivalent. The state offers many opportunities for formal law enforcement education. Seven colleges and/or universities offer criminal science courses. Four schools offer two-year associate degrees which are transferable to four-year institutions. All credits earned can be transferred among the participating community colleges and universities.

Yet, in the local law enforcement departments, no incentive is offered for further formal education. Law enforcement often loses professional lawmen to other professions which offer more career advantages.

PROBLEMS AND NEEDS:

PROBLEM: Currently, no screening is used to determine the psychological and mental suitability of law enforcement recruits.

NEED: A reliable method of testing recruits to identify personalities suitable to law enforcement work should be implemented as a part of the personnel practice of each law enforcement agency. Similar screening should be available to college students considering a career in police science.

PROBLEM: Salaries and career advancement opportunities in law enforcement are not competitive with those offered by other industries and professions. Many skilled, educated officers leave law enforcement because of the limited opportunities for advancement.

NEED: County, local and state government must reassess the pay scale of law enforcement officers and attempt to make it competitive with other career opportunities. Through legislative action, a more realistic retirement benefit plan should be established.

Within local agencies a definite policy of career advancement should be adopted which encourages further education and offers incentive to career and education oriented officers.

Courts

As the educational requirements for attorneys and other members of the judiciary are well established, no discussion is needed here.

Corrections

GENERAL STATEMENT AND FORECAST:

Various types and degrees of education are necessary within the field of corrections because there are many stages in the development of an offender. While some offenders require custody, all require classification and treatment.

In some areas, a sincere interest in the work is more important than formal education. In other areas, a high degree of education and professional development is mandatory to success.

Obviously a lesser degree of education is needed to provide custody than is needed for medical and psychological diagnosis and treatment.

All areas of correctional treatment require a certain knowledge of the behavioral sciences.

PROBLEMS AND NEEDS:

PROBLEM: Montana State Prison currently does not have a professional staff capable of instituting a proper classification system to prescribe the most beneficial rehabilitation treatment.

NEED: Selected persons must be educated or employed at the prison to establish a comprehensive diagnostic and evaluation center for the purposes of classifying inmates for referral to the proper treatment program.

PROBLEM: Since field service personnel attached to the Board of Pardons are working daily on a one to one basis with clients, a high degree of knowledge of human behavior must be obtained through continuing education.

NEED: Each person with responsibility for supervision should have a minimum of a baccalaureate degree in one of the behavioral sciences. Post-graduate work is desirable.

PROBLEM: At the community level, staff with varying degrees of education is necessary as each phase of corrections requires different disciplines and levels of expertise.

NEED: The custody officer should receive training but does not need a prescribed educational background.

Supervisory personnel, such as probation officers, should have formal education in the behavioral science. Treatment personnel must have a professional degree and be licensed.

Juvenile Justice

GENERAL STATEMENT AND FORECAST:

Twenty-nine of the state's 43 juvenile probation officers have earned bachelor's degrees. However, there is still a need for qualified personnel to ensure that professional service is offered to those juveniles requiring supervision.

PROBLEMS AND NEEDS:

PROBLEM: In an attempt to raise the educational standards of juvenile corrections personnel, steps must be taken to implement Sec. 10-1234 of the new Montana Youth Act. This Act states that a chief probation officer must have a masters degree in the behavioral sciences,or a bachelors degree and one year experience in a related field. The Act also removes the arrest power from probation officers.

NEED: To reach these standards adequate salaries must be offered to attract qualified people. There should also be stipend programs available to assist and encourage current employees to return to college for further education.

MULTI-YEAR BUDGET AND FINANCIAL PLAN

EDUCATION

		1975	1976	1977
C1	LAW SCHOOL INTERNS	65,500	60,000	50,000
C2	PUBLIC EDUCATION	18,000	20,000	25,000
C3	C.J.S. INTERNS	36,000	40,000	50,000
C4	POST-SECONDARY/INMATES	22,500	20,000	15,000
	TOTAL	142,000	140,000	140,000

Police

GENERAL STATEMENT AND FORECAST:

Adequate equipment for the protection of both lawmen and the general public is extremely important in rural communities where back up support is not available and expansive distances must be covered.

Each agency should provide the necessary equipment for safety and specialized equipment for training and criminal investigations. Each agency also should adopt standard uniforms which are easily identifiable by the public.

The Board of Crime Control assists agencies in the purchase of extraordinary equipment which is not available through the agency's normal operating budget (program D-1). The state planning agency staff has assembled a list of minimum equipment which is used as a guideline in reviewing applications for equipment.

By 1976, each agency should have adequate basic equipment.

PROBLEMS AND NEEDS:

PROBLEM: Many small agencies do not have adequate equipment, either basic or specialized. All agencies need specialized equipment for training, community awareness programs and similar projects.

NEED: County and local government should be made aware of the equipment needs of local agencies and urged to provide an appropriate budget for such items. Federal assistance will be made available for extraordinary equipment needs.

PROBLEM: In small departments, officers perform a multitude of varied duties. Officers also patrol large jurisdictions. Lawmen should be identifiable in all circumstances.

NEED: Standard uniforms, easily identifiable to citizens and tourists should be adopted by each law enforcement agency.

Courts

Equipment for courts is included in the facilities section.

Prosecution

GENERAL STATEMENT AND FORECAST:

The equipment needs of most county attorneys are minimal. Consideration, however, must be given to equipment where its use would speed handling of criminal cases.

PROBLEMS AND NEEDS:

PROBLEM: County attorneys should be available to assist law enforcement in criminal investigations and preparing criminal cases for trial. Because Montana is a large but sparsely populated state, good communications are essential to such cooperative efforts.

NEED: County attorneys should have access to mobile radio units to maintain constant communication with law enforcement officers during important investigations. County attorneys also should have portable dictating equipment for use in criminal investigations. Dictating equipment also is used to record the statements of witnesses and observations about the crime scene.

PROBLEM: As caseloads increase, efficient use of clerical time becomes critical to smooth and effective office operations.

NEED: To efficiently utilize clerical manpower, offices with large caseloads will need modern equipment, including mag card typewriters.

Defense

GENERAL STATEMENT AND FORECAST:

The equipment needs of public defenders and assigned counsel are minimal. Depending on recommendations for establishment of a defense system, equipment needs should be considered.

Corrections

GENERAL STATEMENT AND FORECAST:

Modern equipment is essential to the changing field of corrections. As new techniques of rehabilitation are identified, new equipment is necessary to utilize these techniques.

Through the multi-year period, emphasis will be on equipping the new facility at Montana State Prison and coordinating the use of equipment available in Montana communities for correctional treatment (Part E Programs).

PROBLEMS AND NEEDS:

PROBLEMS: Montana State Prison requires equipment for academic as well as vocational education. Diagnostic equipment for proper classification and evaluation of those convicted is also needed.

NEED: As training facilities and programs at the prison site have increased, additional equipment must be furnished.

Highly specialized equipment for medical and psychological diagnosis and subsequent placement of all felony offenders must be purchased and operational by 1976.

PROBLEM: The Board of Pardons does not possess adequate equipment for training and continuing education of the field service personnel.

NEED: The Board's training officer must be provided with equipment such as a closed circuit television camera and receiver for instruction in counseling techniques.

PROBLEM: Although most communities have at one agency or another (public and private) various types of equipment that could be used for offender rehabilitation, most of this equipment is not used for this purpose.

NEED: A person is needed at the community level to identify and coordinate the use of all available equipment for rehabilitation.

Juvenile Justice

GENERAL STATEMENT AND FORECAST:

The juvenile custodial institutions of Montana require equipment for academic as well as vocational education. There is also a need for recreational equipment, especially at Swan River Youth Forest Camp.

In-service training equipment is needed for the use of institution staff and field personnel working in juvenile parole and probation.

The multi-year program will provide adequate equipment for a varied educational curriculum for institutionalized youth (Program D-2). The program will also provide necessary audio-visual equipment to conduct training for all corrections personnel.

Over the multi-year period, the corrections agencies of Montana should obtain adequate equipment for communications purposes.

PROBLEMS AND NEEDS:

PROBLEM: Communications is a problem to both institution and field personnel. Adequate communications can save valuable time and will increase the effectiveness of manpower.

NEED: Each institution should be equipped with a base station and mobile units. Each field officer covering a multi-county area should be equipped with a mobile radio. Field personnel for juvenile probation and parole should also have access to the state Watts telephone line.

PROBLEM: Montana's juvenile custodial institutions do not have the proper educational facilities to provide quality education for the students. Recreational equipment for institutions has been viewed as a luxury item; consequently, these facilities do not have equipment needed for basic physical development as well as recreation.

NEED: Each institution should have adequate equipment for the educational, physical, and mental growth of the residents.

MULTI-YEAR BUDGET AND FINANCIAL PLAN

EQUIPMENT

		1975	1976	1977
D1	EQUIPMENT	142,500	100,000	50,000
D2	JUVENILE PRE-VOC./REHAB.	9,000	10,000	10,000
	TOTAL	151,500	110,000	60,000

Police

GENERAL STATEMENT AND FORECAST:

Most law enforcement facilities in the state are inadequate. Many are old, poorly lighted and ill-arranged to house police activites. The lack of adequate facilities, in many instances, is a very real handicap to efficient police operations.

Modern facilities are needed in all areas of the state. New facilities should include protected areas for communication, dispatch, record-keeping and adequate isolated areas for interrogation, evidence, photographic processing and administrative offices.

Facilities for the temporary incarceration of pre-trial offenders should provide for segregation by age and sex.

PROBLEMS AND NEEDS:

PROBLEM: While construction of modern law enforcement facilities is too costly for most individual communities, such facilities are essential to improved law enforcement.

NEED: Consolidation of facilities and jurisdictions in rural areas will eliminate duplication of inadequate services and provide funding needed for construction or renovation of facilities. The Board of Crime Control also will provide technical assistance and funding incentives for such consolidation (program G-1).

Courts

GENERAL STATEMENT AND FORECAST:

Courtroom and courthouse renovation is a major concern to many district judges. Each county in the state has a courthouse and many of these are quite old. However, some counties do not have caseloads which would warrant extensive renovation of court facilities.

Minor renovation in worthwhile facilities will begin in 1974 (Program E-3) and continue through the multi-year period.

PROBLEMS AND NEEDS:

PROBLEM: Most courthouses in Montana do not have separate facilities for jurors and defendants. Consequently, jurors, witnesses, spectators and the defendant are allowed to mingle during recesses. In some facilities, space may not be available for defense counsel to confer with the defendant.

NEED: In those counties in which there are a large number of criminal trials, plans should be developed to provide separate facilities for defendants, jurors and witnesses.

PROBLEM: Some courthouses have poor acoustics or are located near busy streets. Often it is difficult to hear what is being said from the witness stand.

NEED: Some courtrooms need amplified sound systems so that proceedings can be clearly heard.

PROBLEM: Most courtrooms in Montana are not air-conditioned. In those courthouses which are old and poorly ventilated, it is impossible to hold trials during the hot summer months.

NEED: Courtrooms, particularly in those counties with heavy criminal caseloads, should be air-conditioned so that, if necessary, jury trials can be held during the summer months.

Prosecution

GENERAL STATEMENT AND FORECAST:

Facilities do not present a major area of concern to county attorneys. However, research facilities and equipment are discussed below.

PROBLEMS AND NEEDS:

PROBLEM: Some counties do not have comprehensive law libraries. Consequently, the county attorney may be handicapped in researching a question of law.

NEED: The law libraries of some counties should be expanded. Research assistance should be available through the University of Montana law library to county attorneys who do not have an adequate library locally available or time to travel to the state law library or to the law school.

Defense

PROBLEMS AND NEEDS:

PROBLEM: Law libraries in some counties of the state are not adequate to enable assigned counsel to properly research a question of law.

NEED: Law libraries in some counties should be upgraded. In addition, research assistance through the University of Montana School of Law should be available to public defenders and assigned counsel.

Corrections

GENERAL STATEMENT AND FORECAST:

Nationwide, there is a movement to de-emphasize public facilities particularly new prison facilities and juvenile institutions. However noble the thought, the reality remains that certain custodial institutions are necessary. A need exists for long-term incarceration as well as temporary lock-up facilities. Montana's facilities are in deplorable condition. There is an immediate need for some new construction, some renovation and in some cases, total abandonment.

More facilities are needed in the community for housing and readjustment programs for offenders.

The multi-year improvement plan includes construction of some new buildings at the state prison; identifying suitable alternatives to county jails as centers for pre-release, work release, and post release programs; and improvement of local holding facilities to meet minimum standards for the health and welfare of those detained.

PROBLEMS AND NEEDS:

PROBLEM: Sections of Montana State Prison are in such a state of disrepair that it is not economically feasible to renovate or continue use of these facilities.

NEED: New construction of a central facility at the prison ranch (Rothe Hall) should be started in 1974 and upon its completion the old main prison (downtown Deer Lodge) abandoned.

A small unit will be built at the ranch housing up to 300 people with support facilities for all correctional related programs. (Classification, detention, food service, treatment and education.)

PROBLEM: The Board of Pardons does not have adequate central administrative office space. The present space occupied could serve better as a county detention and treatment center.

NEED: Facilities for the offices of administration should be constructed in conjunction with the new prison facility and the present space turned over to Powell County authorities.

PROBLEM: Most of Montana's jails are unfit for human occupancy. Because of their condition, it is almost impossible to establish any meaningful correctional programs.

NEED: Since funds are limited, it is unrealistic to attempt to renovate local detention facilities to handle rehabilitation. Facilities must, however, be brought up to minimum standards for the health and welfare of the inmate and used only for temporary incarceration.

Juvenile Justice

GENERAL STATEMENT AND FORECAST:

A series of facilities ranging from receiving centers to secure facilities for disturbed or dangerous juveniles is needed. Some of these facilities are being provided; others are planned.

Group or individual foster care facilities should be made available to all judicial districts by 1978. The group home program will be completed in 1975 with the establishment of the 10th group home (Program E-1). Individual foster homes should be developed to compliment the group care program.

Alternative facilities for the detention of youth will also be developed in the more populated judical districts by 1978 (Program E-4).

By 1980, the larger communities of the state will support facilities other than jail for the temporary custody of juveniles (Program E-4).

PROBLEMS AND NEEDS:

PROBLEM: Approximately 20 percent of the juveniles referred to juvenile court spend time in jail or detention. Many of these youth have committed no criminal offense and do not need secure detention.

NEED: Alternative facilities should be made available for the temporary custody of youth who do not require secure detention.

MULTI-YEAR BUDGET AND FINANCIAL PLAN

FACILITIES

		1975	1976	1977
E1	GROUP HOMES	25,000	-0-	-0-
E2	DIAGNOSTIC CENTER	45,000	100,000	100,000
E3	COURTS	22,500	20,000	20,000
E4	JUVENILE RECEIVING CENTER	90,000	90,000	100,000
E5	LOCAL JAILS	90,000	90,000	-0-
	TOTAL	272,500	300,000	220,000

WORKLOADS

Police

GENERAL STATEMENT AND FORECAST:

A reduction in the amount of non-police service rendered by sworn officers coupled with increased use of supplementary personnel for routine duties will result in reduced individual workloads and improved crime-oriented police service.

In the multi-year period, manpower studies and improved deployment of manpower (program F-2) should equalize workloads. Community awareness of the proper police function as distinct from the functions of other social service agencies, will do much to cut the amount of service demanded of law enforcement.

PROBLEMS AND NEEDS:

PROBLEM: Ineffective deployment of manpower to non-police duties reduces the capability of most agencies to handle criminal complaints and investigations.

NEED: In all possible cases, non-sworn supplementary staff should be assigned to administrative and non-police duties. Other social service agencies should assume responsibility for those services requested of the police but more properly addressed to another agency.

Law enforcement agencies should conduct community awareness campaigns to distinguish police service from those duties belonging to other agencies (Program H-1).

PROBLEM: Many law enforcement agencies do not collect necessary data to identify high crime problems and areas.

NEED: Each law enforcement agency should have an information system capacity to identify high crime areas and specific crime problems. Agencies should deploy available manpower to these areas and launch campaigns to enlist the public in crime prevention.

Courts

GENERAL STATEMENT AND FORECAST:

Population shifts and increased case filings have resulted in some judges having heavier caseloads than others. However, this inequity should be dealt with by the legislature which must determine whether new judicial districts or judges are needed. The chief justice of the Supreme Court may, upon request of the district judges, transfer a judge from one district to another for temporary service.

Prosecution

GENERAL STATEMENT AND FORECAST:

Workloads of county attorneys should be considered by the local government study commission discussed under MANPOWER.

Defense

GENERAL STATEMENT AND FORECAST:

As public defense caseloads will vary greatly throughout the state, any study of a public defender system should include consideration of workloads.

Corrections

GENERAL STATEMENT AND FORECAST:

Budget limitations have forced many corrections workers to assume excessive workloads. Administrators realize the ineffectiveness of this situation and are making every effort to alleviate the problem. Additional manpower and effective deployment are possible solutions. Use of qualified volunteers is a third. Although many individuals are willing to share their talents by working as a volunteer in corrections, as yet, volunteerism is an untapped resource.

PROBLEMS AND NEEDS:

PROBLEM: The distance between facilities and general disrepair of the state prison reduce efficiency and require additional manpower. Even with an inmate to officer ratio of almost one to one each officer has a heavy workload.

NEED: Construction of a modern prison facility near the prison ranch will improve the physical work environment. This, coupled with the use of modern detention techniques will allow a reduction in staff and, simultaneously, decrease the individual workload. The overall improvement in efficiency will provide a considerable saving on personnel costs.

PROBLEM: Probation and parole officers are severely hampered by excessive caseloads. Some officers are responsible for more than 100 persons. It is unrealistic to assume the probationer or parolee can receive much benefit from counseling by an officer with this size of workload.

NEED: Additional officers must be employed to reduce caseloads. The increased use of volunteers should be encouraged and can be begun immediately without a departmental budget increase.

PROBLEM: The people working in corrections in the community are burdened by heavy workloads. Over the next three years, workloads will increase proportionately to the emphasis on community corrections.

NEED: Additional salaried people must be employed. Utilization of interns and volunteers in each step of the community correctional process should be encouraged.

MULTI-YEAR BUDGET AND FINANCIAL PLAN

WORKLOADS

		1975	1976	1977
F1	PRISON WORKLOAD	4,500	-0-	-0-
F2	POLICE WORKLOAD	9,000	-0-	-0-
	TOTAL	13,500	-0-	-0-

OPERATING STANDARDS

Police

GENERAL STATEMENT AND FORECAST:

Clearly-defined operating procedures are necessary to effective administration, planning and liaison with the public and other agencies.

Each law enforcement agency should post written standards defining duties, responsibilities and activities of the agency and its personnel and present these standards to the public.

To promote public understanding of the police function, the agency should establish and publish policy concerning release of information to the press, handling of citizen greivances and participation in civic projects. The Board of Crime Control will provide funding and technical assistance for such projects through 1976 (Program H-1).

PROBLEMS AND NEEDS:

PROBLEM: Many police agencies are misunderstood by the media and the public. Law enforcement without citizen cooperation often works in a vacuum of apathy.

NEED: Law enforcement must take an aggressive role in improving communication with the media and the public. Operating standards should be set and enforced to insure communication with the press, response to citizen greivances and participation in community affairs. The agency must insure that the community distinguishes proper police functions from the responsibilities of other agencies.

PROBLEM: Law enforcement agencies often cannot identify problem crimes and high crime areas and, consequently, cannot effectively combat crime or deploy patrol personnel.

NEED: The agency must identify problem crimes and high crime areas and enlist the media and the public in prevention and/or patrol activities.

Courts

GENERAL STATEMENT AND FORECAST:

Under the Montana Constitution the Supreme Court has general supervisory control over all other courts. Operating standards must be left to the discretion of the Supreme Court.

Prosecution

GENERAL STATEMENT AND FORECAST:

All Montana county attorney offices are small. Operational standards and procedures should be left to each office to determine on the basis of caseload and geographical area. Each office, however, should be involved with the local government study commission.

Defense

GENERAL STATEMENT AND FORECAST:

Operational standards and procedures should be left to each area and each court to determine on the basis of its individual caseload and geographical area. The courts, however, should be involved with the local government study commission in outlining the problems and needs of the specific areas.

Corrections

GENERAL STATEMENT AND FORECAST:

Corrections in Montana has been called a non-system. It is at best a fragmented system with different disciplines taking different directions. The ultimate goal of each discipline is the same, but a coordinated effort to reach the goal is lacking.

Operations at this time are not standardized as well as they might be.

The multi-year improvement plan involves establishment of a Division of Corrections within the Department of Institutions. The Division head will have the responsibility to set policy for administration and operation of the correctional system.

Perhaps the single most important aspect of a Division of Corrections is the ability it will have to unify the correctional system in the state.

PROBLEMS AND NEEDS:

PROBLEM: The prison currently does not have a close working relationship with other segments of corrections directly affected by philosophies and programs of the prison administration.

NEED: The Division of Corrections should establish standard operating procedures for close cooperation between the state prison, the Board of Pardons and corrections in the community.

PROBLEM: The Board of Pardons and the Board's field services section are autonomous and are within the Department of Institutions for administrative purposes only.

NEED: The three-member decision making board should remain autonomous while the field service section should be within the Division of Corrections and responsible to carry out policy established by the administrator.

The Division administrator should sit ex-officio on the Board of Pardons.

PROBLEM: Services available to the offender in the community are not coordinated by any one agency. Several volunteer programs are operating in a single locality in some instances and pre and post release centers (halfway houses) are operating independently.

NEED: Operating procedures and coordination of community resources should become a responsibility of the administrator of the Division of Corrections and his staff by 1976.

Juvenile Justice

PROBLEMS AND NEEDS:

PROBLEM: The 18 separate judicial districts of the state each have different operating procedures, hiring practices, budgetary problems and available treatment modes resulting in an inconsistent administration of juvenile justice.

NEED: The laws relating to juveniles should be refined to create a more consistent method of juvenile court processing.

A position should be established within state government to develop training programs for juvenile justice personnel, initiate legislative proposals, establish hiring standards and provides liaison between the juvenile courts and other correctional programs.

MULTI-YEAR BUDGET AND FINANCIAL PLAN

OPERATING STANDARDS

		1975	1976	1977
G1	CONSOLIDATION/S.I.P.	117,450	193,100	200,000
G2	TARGET-CRIME AREAS	140,150	285,000	644,000
	TOTAL	257,600	478,100	844,000

Police

GENERAL STATEMENT AND FORECAST:

Service to the public and cooperation with related agencies should be of primary importance to local law enforcement. Agencies should provide requested assistance to the governing bodies of county and city government, to the public, to detainees and their visitors as well as to prosecutors, defenders, judges, other enforcement personnel, correctional personnel and offenders returned to the community.

Law enforcement agencies should reduce non-police service but should actively encourage social agencies and volunteers to provide these services.

PROBLEMS AND NEEDS:

PROBLEM: The lack of capability to establish and maintain public information programs is acute. Such programs are needed to encourage crime prevention and reduction and active public participation in law enforcement service and responsibility.

Public assistance is needed to compel social agencies to provide services for which they are trained, funded and maintained.

NEED: Local law enforcement should take an aggressive role in establishing and maintaining public information programs addressed to all the varied audiences within the community. Agencies should provide training to officers in basic communication techniques and encourage contact with church, civic and school organizations (Program H-1).

PROBLEM: The relation of the lawman to the released offender is not properly defined. The officer should provide all possible assistance in readjustment.

NEED: Lawmen should take an aggressive role in assisting offenders to be released on their own recognizance, in establishing diversion programs, alcohol and drug treatment programs and aiding the readjustment of probationers and parolees returning to the community.

PROBLEM: In a rural state, inter-agency cooperation in investigations is extremely important. Mutual assistance arrangements are needed.

NEED: Plans for mutual assistance should be made between neighboring jurisdictions. Such plans might relate to investigations of specific crimes such as drug abuse, to the sharing of equipment, or to providing back-up manpower.

Courts

GENERAL STATEMENT AND FORECAST:

As the duties of the court are firmly established, they need not be discussed.

Prosecution

GENERAL STATEMENT AND FORECAST:

The services offered by county attorney offices vary throughout the state with the population and size of the county. Each county must evaluate its own situation and provide services accordingly. There are, however, several problem areas which must be addressed by all offices.

PROBLEMS AND NEEDS:

PROBLEM: Consumer fraud cases are increasing. These cases include phony stock sales, failure to make proper repairs or failure to deliver goods. Public protection demands quick effective action as civil lawsuits are often costly and drawn out.

NEED: County attorney offices should investigate consumer complaints and take action, including court action, where necessary. They also should offer seminars for the public on fraudulent business practices and wise buying practices.

PROBLEM: Bad checks are a serious problem for businesses throughout the state. Forgeries also present a serious problem including forgeries of payroll checks and travelers checks.

NEED: County attorneys must be involved with the business community. Seminars on business precautions should be held.

Defense

GENERAL STATEMENT AND FORECAST:

As the manner in which indigent offenders are assigned counsel varies greatly throughout the state, there is little in the way of service public defenders can offer beyond representation of indigent offenders.

Corrections

GENERAL STATEMENT AND FORECAST:

The services the correctional system must provide include services to the offender during incarceration and continuing services after his release from custody.

The most important service, however, is that due society. Through rehabilitation and reduction in recidivism the citizen receives a certain degree of indirect protection. Considerable tax savings are realized through decreased incarceration costs. A reduction in crime in terms of lives and property also should be realized.

The multi-year program proposes that specific services be coordinated. Many existing services and some new services must be brought to use by those working in rehabilitation.

PROBLEMS AND NEEDS:

PROBLEM: It is difficult to provide Montana State Prison inmates with necessary services other than food and shelter because few facilities and resources are available locally. Consequently, the service provided to the public is only temporary protection.

NEED: With the construction of a new facility, greater service area will be provided. Rehabilitation programs may be begun at the prison and continued following the prisoners release. With the beginning of an adequate rehabilitation process at the prison and its continuance on the street, the citizen will be provided long-term relief.

PROBLEM: Many services that should be provided by the probation and parole authority are impossible because of current workloads.

NEED: Probation and parole officers must see the rehabilitative process begun at the prison is continued in the community. By 1975, the field officers should have a reduced caseload. Each officer should provide each client enough time to insure access to every available service and understanding of his rehabilitation need.

PROBLEM: Some services that could be offered to those incarcerated in the local jail and others residing in halfway houses are not being used. (E.G. health, mental health, counseling, welfare, employment etc.)

NEED: A community services officer (existing probation and parole officer) under the directorship of the administrator of the Division of Corrections must,by 1975, identify every available service and insure each person in the system receives full benefits of existing services.

MULTI-YEAR BUDGET AND FINANCIAL PLAN

SERVICES

		1975	1976	1977
H1	COMMUNITY AWARENESS C.J.A.	22,500	20,000	20,000
H2	JUVENILE INTENSIVE COUNSELING	9,000	10,000	10,000
H3	YOUTH DEVELOPMENT TRANSITION	36,000	-0-	-0-
	TOTAL	67,500	30,000	30,000

INFORMATION SYSTEMS

All Components

GENERAL STATEMENT AND FORECAST:

All criminal justice agencies will require substantially more information in the next ten years. This information must be timely and in proper format to aid in decision making. It will be required for both operational and mangement purposes.

The information will assist local and state criminal justice agencies in the apprehension of criminals; the reduction of personal risk to arresting officers; the expeditious handling of court cases; and, the effective treatment of offenders. It will aid in planning, organizing, directing and evaluating activities for which statistical data is important.

PROBLEMS AND NEEDS:

PROBLEM: An integrated network of criminal justice information systems must be developed for collecting, processing and disseminating data. Considerable use of the latest information system technology involving computers, telecommunications and terminals will be required to operate a single, complete information network linking all criminal justice agencies. The network must be operational on a 24-hour, seven-day-a-week basis (Program I-1).

The criminal justice system network must correspond to four levels of governmental jurisdiction. The first level of jurisdiction consists of information and statistical data gathered by the federal government. The second level includes the activities conducted by the state. The third level will be criminal justice information and statistical systems maintained by local jurisdictions, these should be a joint city and county endeavor The fourth level is the information needs of individual criminal justice components: police, courts and corrections.

Mandatory reporting law authorizing the state to collect criminal justice data on standard input forms must be enacted. Other legislation would be required to establish a security and privacy council with authority to adopt and administer security and privacy standards for criminal justice information systems. Such standards should consider purging, access and dissemination of criminal offender data.

NEED: Standards must be established for the design and operation of the systems to facilitate inter-system communication and to ensure the integrity and security of data. Standards also will be necessary for system interfaces, technical design-including data and programs and security and privacy procedures.

The State should provide the following services as part of the criminal justice information system:

Online data fulfilling common information needs for criminal justice agencies; a computer to computer interface or remote job entry interface with Montana State Prison for access to corrections data; access by computer interface to vehicle and driver files maintained by non-criminal justice agencies; maintenance of state computer dedicated solely to and controlled by criminal justice agencies; all necessary telecommunications and terminals for access to local users in all 56 counties, either by computer to computer interface, remote job entry interface, or direct terminal link; the computerized switching of agency to agency messages for all intrastate users and routine transmission of messages to and from qualified agencies in other states; a high speed interface to NCIC providing access, entry and update to all NCIC files and indexes; the reporting of offender-based transaction and uniform crime report statistics to the federal government; preparation of a yearly master plan for the development and maintenance of the integrated network of criminal justice information systems; arrange for the audit and inspection of state and local information systems; and, provide technical assistance and training to all criminal justice agencies in data collection methods, system development, statistical analysis, data processing, telecommunications, and planning and evaluation.

Local, automated information systems would be developed in more populated areas to satisfy joint city and county needs. These systems would be operated on local shared computers or by remote job entry from the state dedicated computer. The local criminal justice information systems would be located in Billings, Great Falls, Missoula, Butte, Helena, Bozeman and Kalispell.

These locations would develop a combination of manual and automated systems relative to police and court functions. All of the functions may not be required at every location.

Other local criminal justice agencies would develop manual systems to satisfy their information needs.

Corrections

GENERAL STATEMENT AND FORECAST:

In any system or endeavor people rely upon accurate information to discharge their duties. Information-like equipment-is a necessary tool to complete any assigned task. Corrections, requires vast amounts of background information.

Beginning in 1974, a correctional records information system will be established and continually updated. The information system will store and retrieve data pertaining to each phase of the system and about each individual in the system.

The information collected will be used in diagnosis, sentencing and evaluation.

PROBLEMS AND NEEDS:

PROBLEM: The records of the state prison are not easily retrievable for use elsewhere. Furthermore, the prison records are not standardized which makes comparison more difficult. The prison does not have easy access to records of those persons in other parts of the system.

NEED: There exists a need to standardize record-keeping and keep all records in a central location so that each correctional agency may easily retrieve information needed for its purposes.

PROBLEM: The members of the Board of Pardons and the field service personnel do not have easy access to needed information about the persons coming before the Board or those released from prison to their charge.

NEED: The parole and probation authority must have access to speedy reliable information about the individual that will appear at a parole hearing. The field officer must have background information concerning correctional processes afforded his client. Central records within the Division of Corrections should, by 1976, be able to disclose accurate information readily.

PROBLEM: We cannot at this time pinpoint easily where in the system an individual is at any given time. Once a person is discharged from the system into the community we must be able to evaluate the effectiveness of the correctional process through information. The district judges need information prior to sentencing.

NEED: A central correctional records information system housed within the Division of Corrections could easily provide the necessary records and information to determine where the person is in the system, or, if outside the system, provide necessary evaluative information. It also could provide the sentencing authority with information required.

The information system must be begun in 1974 and be at full capability by 1976.

Communication

GENERAL STATEMENT AND FORECAST:

The topography of mountainous Montana has made implementation of a statewide radio system costly and slow. However, with completion of the repeater system and equipment purchases anticipated in 1974 the state system will be essentially complete.

With the expansion of LETS, almost all localities have 24 hour access to NCIC, the state ID Bureau and state motor vehicle information.

PROBLEMS AND NEEDS:

PROBLEM: Some agencies in rural areas are too small to sustain 24 hour dispatch. There are still some localities without links to 24 hour stations having MLETS and NCIC service. The Electronic Research Laboratory of Montana State University is under contract to handl the many inherent radio licensing problems.

NEED: Completion of the repeater system will provide for rural dispatch. The MLETS must be updated and expanded to provide service to all localities. In rural agencies, appropriate terminals interfaced to the nearest 24-hour service agency are needed.

Improvements in the Great Falls Police communication system planned for 1974 will complete the overall state voice radio system.

MULTI-YEAR BUDGET AND FINANCIAL PLAN

INFORMATION SERVICES

		1975	1976	1977
I1	C.J.S. INFORMATION SYSTEM	18,000	40,000	60,000
I2	COMMUNICATIONS	154,000	80,000	40,000
I3	L.E.T.S.	100,000	50,000	-0-
I4	STATEWIDE C.J.S. INFORMATION SERVICES	40,000	150,000	200,000
I5	JUVENILE INFORMATION	20,000	5,000	5,000
	TOTAL	332,000	325,000	305,000

HIGH CRIME INCIDENCE/LAW ENFORCEMENT ACTIVITY AREAS

GENERAL STATEMENT AND FORECAST:

The major needs and problems in the areas classified as high crime incidence/law enforcement activity areas for purposes of this plan are similar to needs and problems throughout the state. Therefore, the following discussion of needs and problems of these areas should be read in conjunction with the preceeding general statement of needs and problems for the entire criminal justice system. Only the needs of law enforcement are considered as the courts, corrections and juvenile justice operations are a part of the total state system.

The following discussion is isolated to the city/county areas of Billings, Yellowstone County, Great Falls, Cascade County and Missoula, Missoula County.

MANPOWER

PROBLEMS AND NEEDS:

PROBLEM: Based on the national recommended average of 2 sworn officers per 1,000 population, the present ratio of 1.5 sworn officers shows a need for additional manpower.

NEED: The obvious need is for additional manpower. The alternative is to insure, through an appropriate research program, that present patrol procedures are operating at peak efficiency. At least one of the major county areas has limited financial capability, therefore, peak efficiency may be the only feasible solution. Sharing of resources may provide a third alternative, and is discussed below under Facilities and Services provided.

TRAINING

PROBLEMS AND NEEDS:

PROBLEM: The training program in the three areas is presently classified as adequate. All of the departments have extensive in-service training programs and all personnel are given the opportunity to attend specialized training throughout the nation. The only potential problem is coordinating the activities of local in-service training with the Montana Law Enforcement Academy Program and certification of local programs under POST. These larger communities could provide a valuable resource to surrounding counties by expanding their training capability to include multi-county training support.

NEED: The primary need is to coordinate and implement necessary procedures to insure compatibility with the Academy. A secondary need is expansion of local training programs to gain POST certification. Finally, the local agencies with the support of both the Academy and the POST Council should investigate the feasibility of establishing regional training centers.

A regional training center should not take the place of the Academy but should become a supporting arm, if the concept is found feasible.

EDUCATION

PROBLEMS AND NEEDS:

PROBLEM: Very few officers have a formal education beyond high school graduation. This fact appears to create some problems in the administrative positions. As a general rule, the basic patrolman can function professionally without advanced education but, as he advances in rank, additional education would be appropriate.

NEED: The first need is for each department to assess the educational level of their personnel and to establish levels for ranking officers. Upon completing the assessment, departments should implement procedures to insure compliance with established standards. LEEP and other advanced educational programs should be viewed as potential resources. Recruitment procedures should be reviewed to test the feasibility of selecting personnel with advanced degrees.

EQUIPMENT

PROBLEMS AND NEEDS:

PROBLEM: These areas are presently well equipped in basic and most specialized equipment. The only problem is that of continual maintenance required for all equipment.

NEED: The primary need in the equipment area is appropriate inventory control procedures to establish adequate maintenance and restocking levels. In two of the counties it might be feasible to include such controls in existing data-processing machinery.

FACILITIES

PROBLEMS AND NEEDS:

PROBLEM: Each of the counties classified as high-crime areas has an adequate law enforcement facility and all have plans for expanding the various facilities to accommodate city-county cooperative efforts in varying degrees.

NEED: The main need is to expand and accelerate the existing efforts to establish joint facilities. Considerable planning and some action is taking place in the three counties regarding the consolidation of record and communications systems.

Eradication of duplicative services should make any effort in this area worthwhile.

WORKLOADS

PROBLEMS AND NEEDS:

PROBLEM: Any problem connected to this category is related to Manpower page 288.

SERVICES PROVIDED

PROBLEMS AND NEEDS:

PROBLEM: All three of the communities involved are leaders in this category. All are providing multi-county assistance in combatting crime. Actually, the only problem the counties have is financing detection and deterence outside of the county borders.

NEED: The need is the basic one - money. Cities and counties are limited in the capability to expend funds in areas outside their own jurisdiction. Financial procedures, perhaps mutli-county agreements, should be developed to accommodate investigative teams crossing jurisdictional lines.

INFORMATION SYSTEMS

PROBLEMS AND NEEDS:

PROBLEM: Although all areas are moving toward a degree of sophistication in their records systems, it still constitutes a major problem and deep concern to law enforcement. The counties in this discussion are now at a point where manual record systems are extremely costly and inefficient. These communities, with their high rate of criminal activity, will provide the major foundation for input into any CCH system and operational systems including wants, warrants and stolen property.

NEED: Initially, the greatest need is to replace the manual record systems with an automated system. Such a system should encompass the total needs of the area, in other words, at least the combined needs of the cities and counties. The national standards portray the general needs of these communities quite adequately:

- Define the proper functions of a police information system.
- Utilize information to improve the departments crime analysis capability.
- Develop a police manpower resource allocation and control system.

- Expand collection of crime data.
- Insure quality control of crime data.

MULTI-YEAR BUDGET AND FINANCIAL PLAN

		1975	1976	1977
G2	TARGET-CRIME AREAS	140,150	285,000	644,000
	TOTAL	140,150	285,000	644,000

PART FOUR: THE ANNUAL ACTION PROGRAMS

TITLE: Replacement Manpower (A-1)

OBJECTIVE: This program is to provide law enforcement agencies with 10 or fewer sworn officers as replacement while a regular officer attends the Montana Law Enforcement Academy.

IMPLEMENTATION: Law enforcement agencies with 10 or fewer sworn officers, demonstrating a financial need, will receive assistance to hire a retired or active officer willing to accept temporary employment as a replacement while a regular officer is attending either the Basic, Intermediate, or Legal school at the Montana Law Enforcement Academy.

SUBGRANT DATA: This program is designed for only those law enforcement agencies that have 10 or fewer sworn officers. It has been enlarged to cover either the Basic, Intermediate, or Legal schools.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	9,000	1,000	10,000	90/10

EVALUATION: Agencies requesting funds under this program are required to include an evaluation component in the application similar to the one described on pages 342-345.

TITLE: Post-Graduate Employment (A-2)

OBJECTIVE: This program will provide subsidized employment for 6 to 10 L.E.E.P. graduates in law enforcement agencies which demonstrate a willingness to hire a graduate and financial ability to assume a portion of the cost of the program.

The benefits to the criminal justice system will be an immediate increase in manpower and a long-range increase in the level of law enforcement professionalism.

IMPLEMENTATION: Funds will be made available to agencies requiring manpower and financial support which express interest in employing Law Enforcement Education Program graduates with either an Associate Degree or a Bachelor's Degree.

Funding for salaries will be on a 3-year declining scale. The first year, federal funds will provide 75% of salaries to a 25% local fund match. The second year will be based upon a 50%-50% match, and the third year on a 25% federal and 75% local match. Travel, per diem, and operating expenses will be the responsibility of local government.

Should federal funds be reduced or terminated, the local governments participating in this program will be required to assume financial responsibility for personnel or terminate their employment.

SUBGRANT DATA: Eight to 12 subgrants will be made available to units of local government in the monetary range of $4000 to $6000, not to exceed $54,000 totally.

Those local governments with a demonstrable manpower need and evidencing financial hardship in meeting those needs will be funded.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	54,000	54,000	108,000	75/25 50/50 25/75

EVALUATION: Agencies requesting funds under this program are required to include an evaluation component in the application similar to that described on pages 342-345. The evaluation summary should stress the need for additional manpower and the time frame (implementation plan) for training and assignment of duties. Supporting data that would be pertinent might include caseloads of agency, crime offenses, and daily activities.

TITLE: Juvenile Probation Manpower Assistance (A-3)

OBJECTIVE: This program is designed to subsidize the employment of 11 deputy juvenile probation officers to reduce the caseload of individual officers to a level not greater than 50 cases. Three of the officers will be employed in communities not previously having juvenile probation service.

IMPLEMENTATION Eleven deputies having the minimum qualifications established by law will be hired. Each deputy will be under the direct supervision of a chief probation officer.

Funding will be limited to 75 percent of the actual salary. The remaining 25 percent of the salary and incidental expenses such as travel, per diem, and operating expenses will be the responsibility of the county. Subgrants will be awarded with the understanding that the federal share of the subsidy will decrease over a three-year period. Continuation funds will be available to participating counties willing to increase their share of the subsidy by 25 percent each year.

SUBGRANT DATA: Eleven subgrants to county governments are anticipated. Counties in judicial districts 1,3,4,8,11,12, 13, and 16 will be eligible for funding.

A total of 11 grants are anticipated under this program. All grants will be to county government.

Each subgrant is made with the understanding that the federal share of the project will decrease over a 3-year period. The first year funding will be 75% federal and 25% local. Continuation funds will be available if the grantee increases his proportionate share of the total project cost by 25% over the previous year. Second and third year funding will be based on a percentage of the first year's budget, thus raises and other salary increases are the responsibility of local government.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	52,500	52,500	105,000	75/25 50/50 25/75

EVALUATION: Agencies requesting funds under this program are required to include an evaluation component in the application similar to that described on pages 342-345. The component should stress, first, the need for additional manpower, and, second, the time frame (implementation plan for training and assignment of duties). Data that would be pertinent might include past, existing, and anticipated caseloads, and information about duties.

TITLE: County Attorney Coordinator (A-4)

OBJECTIVE: A coordinator will be employed to develop appropriate training for prosecutors and to involve 75 percent of the state's county attorneys and their deputies in such training. The coordinator also will function as a legal resource person to prosecutors and will develop a clearinghouse for prosecutorial information exchange.

IMPLEMENTATION: Funding of this program will include the salary, travel, per diem, and necessary administrative expenses of the county attorney coordinator.

In addition to his training duties, the coordinator will assist in legislative matters, develop procedural manuals, and publish a newsletter regarding prosecutor's activities and legal matters of interest.

Although the coordinator is an employee of the Department of Justice, he also functions as the executive secretary for the Montana County Attorney's Association.

It is anticipated that a coordinated effort on the part of the county attorneys will result in a more consistent and effective prosecution effort in the 56 county attorney's offices.

Funding for this program will be on a declining basis over the multi-year period with the Department of Justice ultimately assuming financial responsibility for the program.

SUBGRANT DATA: One subgrant will be made to the Department of Justice in an amount not to exceed $20,000.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	20,000	2,222	22,222	90/10

EVALUATION: The agency requesting continuation funds under this program is required to include an evaluation component in the application similar to that described on pages 342-345. The component should provide a detailed narrative of activities and accomplishments that occurred during the initial funding period.

TITLE: Clinical Services (A-5)

OBJECTIVE: This program is designed to continue the clinical services program of Montana State Prison.

IMPLEMENTATION: Activities planned for which funding may be requested include the continuation of a clinical services division at Montana State Prison. A full-time clinical psychologist is employed as project director. The University of Montana faculty and intern graduate students in psychology and sociology are also utilized in the overall program.

Funding also may be requested by Mountain View School for Girls and Pine Hills School for Boys to expand clinical services to adequately process those juveniles admitted for 45-day evaluation. The current evaluation service, which was authorized in 1972, allows the juvenile courts to send a youth to the institution for 45 days without formal adjudication.

SUBGRANT DATA: Three subgrants are anticipated under this program. All subgrants will be awarded to the Department of Institutions for the prison ($18,000), Pine Hills School ($9,000) and Mountain View School for Girls ($9,000).

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	36,000	4,000	40,000	90/10

EVALUATION: The agency requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 342-345.

TITLE: Police Cadets (A-6)

OBJECTIVE: This program will provide subsidized employment for individuals between the ages of 17 and 22 who meet the minimum qualifications for employment as peace officers with an exception for age. The benefits to the criminal justice system will be to free sworn officers from office tasks and provide a source for future recruitment.

IMPLEMENTATION: Subsidized agencies will be those which demonstrate a willingness to hire a young person and the financial ability to assume a portion of the cost of the program. Funding for salaries will be on a 3-year declining scale based on the legal minimum wage. The first year federal funds will provide 75% of salaries to a 25% local fund match. The second year will be based upon a 50%-50% match, and the third year on a 25% federal and 75% local match.

SUBGRANT DATA: This program will be continued over the multi-year period (1975-1977) at approximately the same level of funding based upon the above matching formula. However, should federal funds be reduced or terminated, the participating local governments will be required to assume financial responsibility for the cadets or terminate their employment.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	9,000	3,000	12,000	75-25 50-50 25-75

EVALUATION: Agencies requesting funds under this program are required to include an evaluation component similar to that found on pages 342-345. Contained in the evaluation component may be information concering what type of work the cadet will be doing and whether this frees a sworn officer for more law enforcement-related duty.

TITLE: Volunteer Auxiliary Police (A-7)

OBJECTIVE: This program is designed to assist law enforcement agencies augment their regular force of sworn personnel and immediately help alleviate manpower shortages or cope with unique deployment problems.

IMPLEMENTATION: Since the auxiliary is a volunteer organization, funding will be available only for training and equipment (no salaries). Volunteer auxiliary police organizations to be funded under this program must be established in accordance with the guidelines set down by the Montana POST Council.

The auxiliary unit can be organized to enhance the utilization of sworn personnel in the areas of law enforcement and arrest by substituting civilian volunteers to handle non-arrest functions. With training the reserve officer can be utilized in traffic control, foot patrol, uniformed crime prevention (high visibility tactical work), surveillance, special events assignments, community relations assignments, burglary prevention surveys and operations, emergency rescue teams (not search and rescue as such), fire and crime scene protection, communications operators, teletype operators, crime analysis reports, handling neighborhood disputes, animal complaints, etc. As the reserve officer's proficiency increases, so might his area of responsibility.

SUBGRANT DATA: Funding will be limited to areas having a crime index rate over 3395 on a 90% federal - 10% local match ratio.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	9,000	1,000	10,000	90/10

EVALUATION: This program application should include a summary evaluation component similar to that explained on pages 342-345.

TITLE: P.O.S.T. Certified Manpower Employment (A-8)

OBJECTIVE: To provide subsidized employment to local law enforcement agencies for the hiring of P.O.S.T.-certified law enforcement personnel over a 2-year period (1975-1976).

The benefit to the criminal justice system will be an immediate increase in effective manpower.

IMPLEMENTATION: Funding will be for salaries only. Travel, per diem, and operating expenses will be the responsibility of local government. Financial assistance will be granted to agencies wishing to hire an individual who has been P.O.S.T.-certified prior to his employment. This program is designed for agencies which demonstrate the need and the willingness to assume full responsibility for the individual after the multi-year program is terminated.

SUBGRANT DATA: Subsidized employment under this program will be available only to jurisdictions having a crime index rate over 3395. Individuals to be employed must have been P.O.S.T.-certified prior to their employment.

This program will be continued over the multi-year period (1975-1976) at approximately the same level of funding. However, should federal funds be reduced or terminated, the local governments participating in this program will be required to assume financial responsibility for personnel or terminate their employment.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	27,000	27,000	54,000	50/50

EVALUATION: Agencies requesting funds under this program should include an evaluation component in the application similar to that described on pages 342-345. The evaluation summary should stress the need for additional manpower. Supporting data that would be pertinent might include caseloads, crime offenses, and daily activities.

TITLE: Corrections Administrator (A-9)

OBJECTIVE: To administratively create, as authorized by the policies of executive reorganization and with the consent of the Governor's Office, a division of corrections that would administratively control those correctional institutions and programs that currently are the responsibility of the Department of Institutions:

Further objectives are:

(1) To create a central administration that would bring together, under one roof, a number of key managerial functions previously carried out to a large extent at the institutional level, but properly belonging in a central authority;

(2) To develop stonger, closer ties between the services available to offenders while confined to institutions and those provided them upon their release into the community;

(3) To improve communications among personnel within institutions, as well as between the institutional staff and community based correctional workers. The duties of the Division of Administrator will be as follows:

IMPLEMENTATION: One new position is anticipated to implement the proposed organization of existing correctional agencies within this department - the position of Division Administrator.

The Division Administrator would receive supportive services from the existing staff functions of the Department's central office such as Audit and Accounting, Research and Evaluation, Personnel, Legal Counsel, and other needed services.

The Division Administrator would be directly accountable and responsible to the Director of the Department of Institutions.

SUBGRANT DATA: One subgrant not to exceed $27,000 will be made available to the Department of Institutions to implement this program.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	27,000	3,000	30,000	90/10

EVALUATION: The Department of Institutions should include a summary evaluation component in the application similar to that described on pages 342-345.

TITLE: Courts Coordinator (A-10)

OBJECTIVE: A courts coordinator will be employed by the Montana Supreme Court to coordinate the activities of judicial officers in Montana.

IMPLEMENTATION: Based upon a resolution drawn by the state's district judges to the Supreme Court of Montana, funds are being provided to establish a position entitled, "courts coordinator" with the Supreme Court of Montana.

A board of directors composed of two district judges and one supreme court justice will be instituted to supervise the activities of the coordinator.

Duties of the coordinator will not include any administration of or supervision and control of the district judges' time utilization, areas in which they work, or particular cases they are to hear.

The Courts Coordinator will assist the judicial branch of the state in areas such as:

1. Assuming the duties of budget and finance officer;
2. Presenting budget and financial needs of the various judicial officers to the legislature;
3. Presenting and following necessary legislation;
4. Disseminating information to all judges;
5. Assisting judges with subgrants for financial assistance from federal funds;
6. Developing and implementing training programs for judicial officers;
7. Implementing court improvement programs adopted by the Supreme Court of Montana;
8. Collecting and distributing court rules for both district courts and courts of limited jurisdiction;
9. Generally assisting all judges upon request.

This program will be funded over a 2-year period, during which time funding will become the responsibility of the State of Montana.

SUBGRANT DATA: One subgrant will be made to the Supreme Court of Montana in an amount not to exceed $27,000.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	27,000	3,000	30,000	90/10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 342-345.

TITLE: Montana Law Enforcement Academy (B-1)

OBJECTIVE: This program is designed to continue and expand the high quality and amount of training at the academy based on law enforcement departmental needs, P.O.S.T. (Peace Officers Standards and Training) Council requirements, Supreme Court decisions, and new law enforcement techniques. This program will support the development of professionalization of Montana law enforcement.

IMPLEMENTATION: Funding will be requested to continue current schools, continuation of the regional training project, increase the basic course from 200 hours to 280 hours, add a new communications dispatch school, and implement the new P.O.S.T. intermediate and advanced courses.

Historically, the Board of Crime Control has projected future funding of the academy, but a reduction of support is in process. It is now projected that by the end of 1976 federal support will no longer be necessary for the operation and expansion of the academy.

SUBGRANT DATA: One subgrant will be made available to the Montana Law Enforcement Academy Bureau of the Department of Justice in an amount not to exceed $175,000.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	175,000	19,444	194,444	90/10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 342-343. In developing the component, particular attention should be directed to a historical sketch of law enforcement personnel trained over the past five years and expected accomplishments for the next 3 years.

TITLE: Prison In-Service Training (B-2)

OBJECTIVE: The principal objective of this program is to provide Montana State Prison employees with professional development training designed to develop, broaden, and improve basic professional skills.

IMPLEMENTATION: Funding will be requested for personnel and equipment to continue in-service training. The project will be implemented under a team concept basis. Each of 8 teams will be composed of 7 persons.

The training will cover advanced techniques in security, custody, and control as well as the basics of treatment programs.

Staff instructors will conduct approximately 100 of the training hours for each class. University staff will conduct the remaining 60 (approximate) hours of training.

The equipment necessary for this project is primarily audio and video training aids.

Montana State Prison is fortunate in having an adequate training facility available. The facility is jointly used by the prison and by the Montana National Guard.

SUBGRANT DATA: It is anticipated that one subgrant in the amount of $25,000 will be awarded to Montana State Prison.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	25,000	2,777	27,777	90/10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 342-345. The component should include an analysis of results achieved during the past two years in terms of numbers of officers trained and the net effect of the training. Specific objectives shall be established and an adequate data base included to provide a basis for further evaluation by the SPA.

TITLE: Peace Officers Standards and Training Council (B-3)

OBJECTIVE: This program is designed to support the minimum law enforcement standards program by providing staff salaries and operating expenses for the Council. Major activities of the Council in 1975 will include continuance of the regional training program for law enforcement in cooperation with the Montana Law Enforcement Academy in developing an executive level training curriculum for police chiefs and sheriffs.

IMPLEMENTATION: Funding will be requested for the continuation of staff salary support and operating costs at a reduced level.

The P.O.S.T. staff will continue its efforts to establish additional regional training centers. Videocassettes and necessary equipment have been strategically located throughout the state to provide pre-recruit school and refresher training where required at the regional level. In 1975, funds will be utilized to strengthen and expand this system. Portions of the STAR Training Project will be implemented by integrating it with the present training provided statewide.

In recognition of the urgent need for executive development, a special training program has been developed and is designed to be provided to police administrators on a continual basis.

The Peace Officers Standards and Training Council is basically a regulatory body to control selection and training of law enforcement personnel through certification requirements and regulation enforcement. However, in its initial years it must serve as a catalyst for the development of innovative projects for the professional growth of law enforcement personnel. Through the cooperation of the Montana Law Enforcement Academy, such projects can be rapidly implemented. Ultimately, they will be incorporated into the academy's operations.

As the Peace Officers Standards and Training Council is clearly the responsibility of state government, the multi-year section of this plan indicates a definite plan to reduce funding. The final year for funding is 1975. This gradual transfer of financial burden will have eased the impact of the state's assumption of funding and allowed sufficient time for the necessary legislative appropriations.

Federal funding then can be channeled to areas of greatest need in the criminal justice system or utilized in crime-specific programs as they develop in coming years.

SUBGRANT DATA: One subgrant will be made available to the Peace Officers Standards and Training Council in an amount not to exceed $25,000.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	25,000	2,777	27,777	90/10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 342-345. This component should stress quantified accomplishments.

TITLE: Out-of-State Training (B-4)

OBJECTIVE: The objective of this program is to provide travel, per diem, and tuition for 30 to 50 criminal justice personnel to receive specialized training not available, but needed, within the state system. A secondary objective of this program is to develop a capability for specialized instruction at MLEA.

IMPLEMENTATION: Activities planned for which funding will be requested include travel, per diem, and tuition of personnel attending out-of-state schools.

Funds may be requested for attending such schools as the Federal Bureau of Investigation National Academy, Northwestern Traffic Institute, Delinquency Control Institute, National Training Institute, International Association of Chiefs of Police schools, National Sheriffs' Association seminars, and many other recognized training schools and academies.

Corrections personnel from both institutions and community-based operations also may apply for out-of-state schooling.

SUBGRANT DATA: Thirty to 50 subgrants ranging from $100 to $2,500 will be made to criminal justice personnel in a total amount not to exceed $9,000.

Subgrantees will be encouraged to share their training experiences with their colleagues in-state by offering to instruct in local agencies and at the Montana Law Enforcement Academy.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	9,000	1,000	10,000	90/10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 342-345.

TITLE: Probation/Parole Staff Training (B-5)

OBJECTIVE: This program is designed to establish a continuing in-service training program of approximately 80 hours for field officers of the Board of Pardons.

IMPLEMENTATION: Funding may be requested for personnel, development of teaching aids, and travel and per diem of officers and instructors. A continuing in-service program will be developed to supplement basic orientation training.

The 80 (approximate) hours training should increase the knowledge and effectiveness of the parole officer by providing direction and developing skills in field counseling, community involvement, legal knowledge, job placement, family relations, and a better understanding of modern concepts of community corrections. The program is also designed to standardize the pre-sentence investigation procedure and improve the officers' service to district courts in pre-sentence investigation and information gathering.

The training for this project will be provided by university professors and professionals in related areas such as district judges, county attorneys, sociologists, welfare agencies, employment agencies, and other probation and parole systems.

SUBGRANT DATA: One subgrant to the Montana Board of Pardons in the amount of $30,000 is anticipated to implement the staff training.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	30,000	3,333	33,333	90/10

EVALUATION: The agency requesting funds under this program should include a summary evaluation component similar to that described on pages 342-345.

TITLE: Correctional Officers Standards and Training Council (B-6)

OBJECTIVE: The long range goal of this program is to establish a career development program for correctional personnel. Funding will be available for staff and operating costs of a council which will establish minimum standards for recruitment, training, and procedures for correctional personnel.

IMPLEMENTATION: Legislation is necessary to authorize a C.O.S.T. Committee and provide salary and budget for a professional staff to carry out the policy and directives of the committee. If this preliminary study shows that the program may be coordinated through the existing P.O.S.T. Council, legislation will not be necessary.

The correctional officers standards and training committee should be made up of approximately 8 persons from various segments of the criminal justice system, appointed by the Governor or the existing P.O.S.T. Committee.

The committee would set minimum standards of physical, educational, and mental fitness to govern the recruitment, selection, and appointment of correctional employees.

The committee also shall be responsible for certification of instructors and for training programs.

It is anticipated that the program will be on-going and require federal funding through 1977.

SUBGRANT DATA: The program will require one subgrant in the amount of $4,500 to bring preliminary investigation of legislation and/or coordination with P.O.S.T.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	4,500	500	5,000	90/10

EVALUATION: The agency requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 342-345.

TITLE: Juvenile Probation Officers In-Service Training (B-7)

OBJECTIVE: The program will provide a minimum of 40 hours training in administration and/or treatment methodology to at least 50 percent of the juvenile probation officers.

IMPLEMENTATION: Funding may be requested for personnel, teaching aids, and travel and per diem to conduct the training.

Two training sessions are planned. A one-week training session will be held at Montana Law Enforcement Academy, focusing on administrative skills such as planning, budgeting, office management, community organization, public speaking, technical writing, and interviewing. A session of the school will focus on identifying clinical problems.

The clinical problems and other treatment programs will be the topic of the second session to be held in conjunction with the annual Montana Corrections Association meeting.

SUBGRANT DATA: One grant is anticipated to the Montana Corrections Association. A training committee of probation officers will make arrangements for the training program, and will be responsible for administering the project.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	3,600	400	4,000	90/10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 342-345.

TITLE: Judicial Conference (B-8)

OBJECTIVE: This program will provide for a multi-state meeting among judges of general trial jurisdiction. The conference will provide Montana judges an opportunity for training and discussion of court problems, solutions, and plans for modernization.

IMPLEMENTATION: The activities planned for which funding will be requested include travel and per diem for a regional conference.

Five states will be involved in the training session. Judges from Wyoming, North and South Dakota, and Idaho will also attend.

Travel and per diem for out-of-state participants will be provided by their respective states.

This type of multi-state training session should stimulate interest in improvement and modernization of Montana's court system.

SUBGRANT DATA: One subgrant not to exceed $5,400 shall be made available to the Montana Supreme Court or to a sponsoring county government. The subgrant will handle travel and per diem expenses for Montana judges.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	5,400	600	6,000	90/10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 342-345.

TITLE: In-State Training for County Attorneys (B-9)

OBJECTIVE: This program will provide one statewide and 2 or 3 local seminars concerning new legislation, criminal code changes, and methods of improving prosecutorial skills for county and deputy county attorneys. Each seminar will be attended by 30 to 40 prosecutors.

IMPLEMENTATION: Consultant fees, teaching aids, transportation, and per diem costs may be requested.

Under the direction of the County Attorney Coordinator, one statewide and 2 or 3 regional seminars will be arranged. The statewide seminar will be held at the Academy in Bozeman. Regional seminars will be sponsored by individual counties and open to prosecutors of surrounding counties.

The same training format will be followed each year through 1976; however, the subject content of training will change to fit the needs of county attorneys.

Effectiveness of criminal prosecution should show a marked improvement as a result of this training.

SUBGRANT DATA: One subgrant to the Montana Law Enforcement Academy and 2 or 3 subgrants to county government not to exceed $4,500 total are anticipated.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	4,500	500	5,000	90/10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 342-345.

TITLE: Clerk of Court Training (B-10)

OBJECTIVE: This program is designed to provide all county clerks with the necessary training to record and report data on criminal trials. The data will be included in the criminal justice information system.

IMPLEMENTATION: This program is a cooperative effort between the Clerk of the Court Association and the Board of Crime Control. During the first year funds were requested for the development of uniform reporting forms, and a procedures manual, and for travel and per diem for clerks attending training workshops.

This second years funding is for travel and per diem for new clerks of court and additional training.

SUBGRANT DATA: One subgrant will be made to the Montana Clerk of Court Association not to exceed $900.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	900	100	1,000	90/10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 342-345.

TITLE: Law School Interns (C-1)

OBJECTIVE: This program is designed to provide practical legal experience to approximately 35 law students through a 12-week internship in criminal justice agencies, county attorneys, police, corrections, and public defenders. A secondary goal is to provide additional manpower to participating agencies.

IMPLEMENTATION: Funding will be requested for a nominal salary, travel, per diem, and operating expenses for students participating in the program.

The students normally will spend 12 weeks of summer vacation in the intern program. The interns, second-year law students, will be placed in those agencies willing to participate by the county attorney coordinator. In agencies around Missoula, students may commute from school to work during the regular school year.

Through the program, students learn the realities of everyday criminal justice agency operations and gain responsibility by seeing their own impact upon the justice system.

Ideally, the program will recruit many of the participants to careers in prosecution, legal aid, or public defense.

The participating agencies in turn benefit from the research and other work done by interns.

Past reaction to the program has been unanimous support for continuation.

It is anticipated that financial support will be sustained at the present level over the multi-year period.

SUBGRANT DATA: Approximately 35 grants in varying amounts from $1,200 to $2,000 will be made to city and county governments. Subgrants will be coordinated by the county attorney coordinator, University of Montana Law School, and/or local governments.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	65,500	7,277	72,777	90/10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 342-345.

TITLE: Public Education (C-2)

OBJECTIVE: This program has three interrelated purposes: to increase public awareness of the L.E.A.A. and state planning agency function; to promote general awareness of the criminal justice system; and, to assist criminal justice agencies in developing a public communication capability.

IMPLEMENTATION: Funding may be requested for personnel, operating expenses, printing, and other costs involved in dissemination of information to the public.

To accomplish the three stated objectives, the SPA will continue its present public information service. This includes continuing employment of a public information officer to produce the agency newsletter "Checkmate," routine press releases, and special documents.

The agency program will be expanded to include multi-media campaigns for criminal justice system awareness. Feature and background releases will be made to increase general knowledge of L.E.A.A. and state programs and priorities. Special campaigns will be implemented, as needed, to inform the public about changes in Montana's criminal justice system.

The third objective of building a local communication capability will be met by providing technical assistance to agencies seeking to develop local programs.

Informally, the program will work to strengthen communication among the various agencies in the system and to increase awareness of such components as part of an over-all system.

SUBGRANT DATA: One subgrant not to exceed $18,000 is anticipated for the SPA.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	18,000	2,000	20,000	90/10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 342-345. The component should include some method of measuring the degree of improvement in terms of both the general public and the law enforcement community. The implementation plan should include the detailed methodology of providing technical assistance to local agencies.

TITLE: Criminal Justice Interns (C-3)

OBJECTIVE: This program is designed to provide 30 to 50 L.E.E.P. students with 12 weeks of practical experience working with a criminal justice agency. A secondary goal of the program is to gain acceptance of higher education as an important tool in upgrading the professional service of criminal justice personnel.

IMPLEMENTATION: Activities planned for which funding may be requested include nominal salaries, transportation, and per diem for interns and operating expenses of administering the program.

Students are placed in agencies by the L.E.E.P. faculty of each higher-education institution. A reporting schedule and close supervision are maintained between faculty and student, and academic credit is awarded for the work experience. The faculty and the agency administrator cooperate in insuring maximum utilization of the student's time.

This program has been beneficial to law enforcement agencies in past years in supplying needed manpower during the vacation season. It also has been effective in recruiting students to return to work in the Montana criminal justice system following graduation.

SUBGRANT DATA: Ten to 20 subgrants will be made available to units of local government to employ interns in an amount not to exceed $16,000 total.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	36,000	4,000	40,000	90/10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 342-345.

TITLE: Inmate Post-Secondary Education (C-4)

OBJECTIVE: The objectives of this program are, first, to provide college-level education to qualified inmates of Montana State Prison, and second, intensive individual counseling to strengthen positive attitudes towards education and society in general.

IMPLEMENTATION: This program is the continuation of a successful 1973 pilot program. Funding will be requested for tuition, books, and supplies for participating inmates.

The American College Test is administered to determine eligibility and an analysis of test results is provided to each inmate tested. All testing, instruction, and individual counseling is done by faculty of the University of Montana.

It is anticipated that following third year evaluation and possible modification, the program will be funded through 1977.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	22,500	2,500	25,000	90/10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 342-345. The SPA evaluation section shall assist the applicant in developing the evaluation component.

TITLE: Equipment (D-1)

OBJECTIVE: This program is designed to assist local criminal justice agencies in the acquisition of basic and specialized equipment necessary to routine operations but not available within the local budget.

IMPLEMENTATION: Local agencies apply to the regional planning council and state agencies directly to the State Board for equipment purchases. Each application is reviewed to determine if the equipment for which funding is requested is necessary to operations and whether it can be purchased through the operating budget of the requesting agency.

The state planning agency has prepared a list of minimum equipment needs. This list is used as a guide in determining the necessity of the equipment.

The Board also has established policies concerning equipment which should be purchased and maintained as a part of the routine operating expense of the agency.

SUBGRANT DATA: Requests from police, court, and correctional agencies at the state and local level are anticipated. As a broad range of equipment is necessary no limit to the amount or number of grants can be made. Funding will be made available in a ratio of 75%:25% federal to state or local match. Funding is not available for installation costs on any type of mobile (vehicle) equipment.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	142,500	47,500	190,000	75-25

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 342-345.

TITLE: Juvenile Institutions Pre-Vocational and Rehabilitation Equipment (D-2)

OBJECTIVE: The purpose of this program is to assist the 3 juvenile correctional institutions in acquiring specialized equipment for pre-vocational training or special rehabilitation projects.

IMPLEMENTATION: Funding may be requested for a variety of equipment needed to teach these skills.

Each application will be reviewed by the state planning agency staff to determine the necessity of the equipment and the need for federal funds to purchase extraordinary equipment not provided for in the Institution's budget.

SUBGRANT DATA: Three subgrants, not to exceed $10,000 total, are anticipated. Pine Hills School for Boys, Mountain View School for Girls, and/or Swan River Youth Forest Camp will be eligible for funding under this program.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	9,000	1,000	10,000	90/10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 342-345. The summary should include a provision for maintaining an adequate data base showing the number of juveniles involved in the training (including the type of training) and the method to be used in determining the value of success fo the vocational training provided.

TITLE: Group Homes (E-1)

OBJECTIVE: This program is designed to provide assistance in expanding the state's network of juvenile group homes by one facility. The expanded network will provide an alternative to incarceration for 100 to 110 juveniles in 11 District Youth Guidance Homes.

IMPLEMENTATION: Funding may be requested for personnel, facility remodeling, equipment, and operating expenses.

Awards will be made through the Department of Institutions to local non-profit agencies. District Youth Guidance Homes are administered by a board of directors in a community. However, each home must meet standards established by the Department of Institutions.

State funds have been appropriated to maintain the 10 homes now in operation. An additional appropriation for maintenance of the new home is anticipated. Consequently, additional funds will not be necessary in the multi-year period.

SUBGRANT DATA: One subgrant to the Department of Institutions is anticipated. The Department of Institutions will then allocate the money to private, non-profit corporations.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	25,000	8,333	33,333	75-25

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 342-345.

TITLE: Correctional Diagnostic Center (E-2)

OBJECTIVE: The objective of this program is to establish and maintain a diagnostic testing and evaluation center which would provide estensive medical and psychological evaluation of selected convicted felons in the state.

The completed evaluation will be used to determine the best method of rehabilitating that offender. The evaluation would be made available to the court prior to setencing.

IMPLEMENTATION: A site must be chosen for the center. Preferably, the site will offer some existing services and equipment and a central location to facilitate the transfer of prisoners.

Once the site is determined, the center can be equipped and staffed. Salaries, equipment, and operating costs may be requested.

It is anticipated that selected convicted felons would be sent to the center from 40 to 120 days. The evaluation would take place under close security. Medical as well as psychological assessments will be made.

An evaluation which includes the past history of the offender would be provided to the judge prior to sentencing.

It is expected that the program will continue indefinitely. Federal funding will be required through 1976.

SUBGRANT DATA: One subgrant in the amount of $45,000 to the Department of Institutions is anticipated to provide for implementation of the center.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	45,000	5,000	50,000	90/10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 342-345.

TITLE: Court Facility Improvement (E-3)

OBJECTIVE: The objective of this program is the physical improvement of trial court facilities. Particular emphasis will be given to facilities for the use of witnesses, victims, and juries.

IMPLEMENTATION: Funding may be requested for renovation or improvement of any of the facilities used in District Court trials. Projects to provide or improve the facilities needed for the protection and segregation of witnesses, victims, and juries will be emphasized.

SUBGRANT DATA: One to 3 subgrants will be made available to district and/or municipal courts in a total amount not to exceed $22,500.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	22,500	22,500	45,000	50/50

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 342-345.

TITLE: Juvenile Receiving Center (E-4)

OBJECTIVE: The objective of this program is to provide a model juvenile facility for the temporary custody of juveniles awaiting disposition, foster home placement, or transfer.

IMPLEMENTATION: Funds may be requested for personnel, acquisition, and renovation of a facility, equipment and/or operating expenses for one model short-term facility. The model facility will be established under the supervision of a juvenile court and, in no circumstances, will be included in a county or city jail. Funds will not be available for facility construction.

Juveniles will be referred to the shelter by service agencies or the juvenile court. A maximum holding period will be established to insure a speedy disposition of the juvenile's case. Ideally, the facility will be used as a center for evaluations and other pre-disposition activities involving juvenile offenders.

Following evaluation of the model program, and any necessary revisions, state financial support will be sought for expansion of the program. The amount of federal involvement necessary through the multi-year period has not yet been determined.

SUBGRANT DATA: One or two subgrants, not to exceed $70,000 are anticipated under this program. Subgrants will be awarded to county governments, and administered by Youth Court officials.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	90,000	10,000	100,000	90/10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 342-345.

TITLE: Local Jail Improvement (E-5)

OBJECTIVE: The program is designed to help alleviate sub-standard conditions in local jails.

IMPLEMENTATION: All local jail requests will be considered if the agency can show the improvement will aid in the humane detention of individuals in terms of safety, sanitation, and security. Funds will be allocated to those facilities which can document the need for such improvement.

SUBGRANT DATA: $18,000 shall be available to each region for local jail improvement. The number of subgrants from the region shall be at the discretion of each Regional Advisory Council.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	90,000	90,000	180,000	50-50

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that on pages 342-345.

TITLE: Prison Workload Analysis (F-1)

OBJECTIVE: This program will provide for an analysis of current use of manpower at Montana State Prison and recommendations to improve the efficiency of manpower use in the future. The study will include recommendations for the amount and effective deployment of manpower needed at the existing and new prison facility.

IMPLEMENTATION: Funding will be requested for consultant fees, expenses, printing, and distribution of a prison workload analysis. Some out-of-state travel by prison employees will be necessary.

The consultants and existing staff will interview the prison administration and employees and examine the physical plant and records to find methods of improving the overall operational efficiency.

The survey results with attached recommendations will be given to the current administration for review and implementation.

No commitment for future grants in subsequent years will be necessary. However, a commitment for future federal funding may be necessary to implement the findings of the study.

SUBGRANT DATA: One subgrant in the amount of $4,500 to the Department of Institutions is anticipated to provide for the workload analysis.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	4,500	500	5,000	90/10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 342-345. The component should stress the method of implementing the study, include a detailed time-table and a plan for implementing the recommendations.

TITLE: Police Workload and Manpower Distribution Study (F-2)

OBJECTIVE: This program will fund an analysis of the workload and manpower deployment of one or two law enforcement agencies in major counties, with the goal of recommendations for improving patrol and manpower deployment procedures which can be adopted statewide.

IMPLEMENTATION: Funding may be requested for consultants' fees, operating expenses, printing, and distribution of the completed study. The county or counties in which the study is performed must meet the criteria to be set for the study base.

Recommendations from the analysis must formulate a patrol deployment system which is responsive to the demands for police service and consistent with the most effective use of patrol personnel.

The analysis of the workload should determine the nature and volume of demands for service and the time expended in these services by police personnel. Information obtained from this analysis should be used to establish priorities for the available man hours of patrol personnel. Emphasis of the proposed deployment system should be on crime reduction, apprehension, minimum response time, and equalization of workload among patrol personnel.

The model system should be applicable statewide. Multi-year funding necessary for this program will depend on the results of the initial study.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	9,000	1,000	10,000	90/10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 342-345. The component should include a detailed description of the method of implementing the survey including a time-table.

TITLE: Consolidation and Special Cooperative Crime Impact Projects (G-1)

OBJECTIVE: The primary objective of this program is to encourage the consolidation, partial or total, of local law enforcement facilities, services, and operations by providing funding incentives.

The long-range objective of the program is to provide a more efficient police service to Montana citizens at a reasonable cost to local governments. Hopefully, the efficiency sought will provide a more professional and responsive service for local governments and the public and lead to reduction of crime.

IMPLEMENTATION: Local governments may request funds for surveys, planning, design, construction, and remodeling of facilities to execute total consolidation or cooperative service consolidation of detention, records, communication, investigation, and joint facilities.

Funds are being made available to those local governments interested in exploring the alternatives of consolidation and implementing such plans.

Consolidation, either partial or total, of law enforcement functions has been inaugurated in 10 counties in Montana. Montana law now provides for this local option to bring together local law enforcement agencies (county-city) either partially or in total.

Technical assistance to local governments studying consolidation alternatives is being provided by the Technical Assistance Division of L.E.A.A. in cooperation with the planning staff of the Board of Crime Control.

Funds allocated for this action year are being supplemented by a carryover balance from 1974 funds.

Over the remaining multi-year period, funds will be allocated according to the interest generated in this program by the prior year activities.

SUBGRANT DATA: One to 5 subgrants will be made to units of local government, the total amount of which will not exceed $117,450.

No funding will be available unless a subgrantee has a documented commitment from local government and other agencies involved and submits a preliminary plan to the SPA.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	117,450	66,500	183,950	90/10 50/50

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 342-345. The component should be quite detailed including a method for cost/benefit analysis and should first be submitted to the SPA in the proposal. Upon receipt of the component, the SPA evaluation division shall assist the applicant in fully developing the evaluation component.

TITLE: Target-Crime Areas (G-2)

OBJECTIVE: This program is to provide development and implementation funds to areas of high crime incidence selected by the Board of Crime Control.

IMPLEMENTATION: The Board of Crime Control has selected burglary as the target-crime, based upon current crime data analysis.

The areas selected for the development of specific crime impact projects are Billings (Yellowstone County), Missoula (Missoula County), and Great Falls (Cascade County).

Due to the insufficiency of available funds in this action year only Billings and Missoula will be funded, with Great Falls being deferred until the next (1976) action plan.

Funds will be provided to develop a crime impact strategy in both of the target-crime areas. All elements of the local criminal justice system will participate in the development and implementation of the strategy.

The initial steps in the project will be concerned with establishing a project coordinator for each target-crime area and providing the requisite training in the theory and design of a crime impact strategy.

Training will include basic management by objectives (MBO) theory and practice and will be provided for all participants in the development of the local strategy to reduce burglary in their respective areas.

Funding will be substantially increased over the multi-year (1975-1977) period to insure adequate funds to implement the stragegies to inaugurate a similar project in Great Falls.

SUBGRANT DATA: Two subgrants will be made available to the target-crime areas. One subgrant each to Billings and Missoula in an amount not to exceed $70,000 each. The aggregate amount for both target-crime areas shall not exceed $140,000.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	140,150	15,572	155,722	90/10

EVALUATION: The agency requesting funds under this program is required to include an evaluation component in the application similar to that described on pages 342-345. The component should be quite detailed and submitted to the SPA in proposal form. Upon receipt of the SPA evaluation section shall assist the applicant in fully developing the evaluation component.

TITLE: Community Awareness, Criminal Justice Agencies (H-1)

OBJECTIVE: This program is designed to assist local law enforcement agencies in developing the capability to maintain public information programs by providing technical assistance and funding incentives to community involvement pilot programs.

IMPLEMENTATION: Funding may be requested for personnel, transportation, per diem, equipment, operating expenses, and hand-outs and/or display materials to encourage citizen understanding of and involvement in law enforcement activities.

Local law enforcement agencies which determine a problem area or a specific need for public cooperation may apply for funding. Campaigns for which funding is requested may be oriented to crime prevention, citizen cooperation, promotion of public trust or understanding, discouragement of delinquency, or any other purpose for which a need for improved interaction between law enforcement and the public can be demonstrated and an improvement of communication anticipated.

The state planning agency staff will assist the local agency in developing effective methods of communication and will coordinate local programs to avoid duplication of efforts.

Increased funding of this program through the multi-year period is anticipated. More programs and innovative themes will be introduced as needed. However, after a reasonable time, local agencies will be expected to assume responsibility for maintaining the program.

SUBGRANT DATA: A number of small grants ranging from $500 to $10,000 are anticipated. Local units of government demonstrating a specific need and/or a specific plan for improved communication are eligible for funding or technical assistance. Whenever feasible, the state planning agency will provide or recommend substitute material to eliminate costly duplications.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	22,500	2,500	25,000	90/10

EVALUATION: The agency requesting funds under this program is required to include an evaluation componet in the application similar to that described on pages 342-345. The component should be quite detailed and submitted to the SPA in proposal form. Upon receipt the SPA evaluation section shall assist the applicant in fully developing the evaluation component.

TITLE: Intensive Counseling Services (H-2)

OBJECTIVE: The objective of this program is to reduce the incidence of juvenile recidivism by providing intensive counseling to seriously disturbed youth. Funding will be provided for 3 juvenile courts to supervise counseling programs which are far more intense than typical probation.

IMPLEMENTATION: Funds may be requested for personnel, consultant fees, transportation, per diem, and operating expenses.

Several approaches to altering the behavior patterns of youth will be used to implement this project. All of the youth participating in the project will be hard-to-reach youth who have not benefited from traditional probation. Strict records will be kept on the participating youth to determine the effectiveness of the program. The program approaches will consist of group counseling, outward-bound type experiences, family counseling, and intensive supervision.

SUBGRANT DATA: Three subgrants ranging from $2,000 to $4,000 are anticipated under this program. The funds will be granted to units of state or local government.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	9,000	1,000	10,000	90/10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 342-345.

EVALUATION: The agency requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 342-345.

TITLE: Youth Development Transition (H-3)

OBJECTIVE: The objective of this program is to promote the general development of youth and prevent juvenile delinquency in several Montana communities. The program will maintain worthwhile programs funded under the Youth Development and Delinquency Prevention Act of 1972 which would be terminated because LEAA has not received appropriations to implement the Juvenile Justice & Delinquency Prevention Act of 1974.

IMPLEMENTATION: Funding may be requested by projects that are currently receiving assistance under the Juvenile Delinquency Prevention and Control Act of 1972, administered in Montana by the Youth Development Bureau. Applications submitted under this program shall contain a statement from the Youth Development Bureau citing the history of the project and results of any evaluations conducted. The Youth Development Bureau will assist the Montana Board of Crime Control in monitoring these projects.

SUBGRANT DATA: Four or 5 subgrants will be awarded to units of local government or private non-profit corporations. Subgrantees shall be notified that this program is not included in the multi-year plan and future funding will depend upon appropriations for the Juvenile Justice & Delinquency Prevention Act of 1974.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	36,000	4,000	40,000	90/10

EVALUATION: Agencies requesting funds under this program are required to include an evaluation component in the application similar to that described on pages 342-345.

TITLE: Criminal Justice Information System (I-1)

OBJECTIVE: The purpose of this program is to expand the capability of the state planning agency to gather and analyze information concerning criminal activity in Montana and the functioning of all parts of the criminal justice system.

The Criminal Justice Data Center currently collects statewide information on arrests, offenses known to the police, felony trial information, and prison admittances and releases. Planned expansion will include data concerning probation and parole.

IMPLEMENTATION: Funding will be requested to support ongoing computer applications, expenses incurred in the design and development of new systems or applications, and providing personnel support for new applications.

The Board of Crime Control is moving away from system improvements and more toward crime specific planning. In order for this to be successful the criminal justice data center will need to look at target crimes in more detail than has been the case to date. In addition any new information base must be programmed for rapid retrieval and flexible analysis.

SUBGRANT DATA: One grant to the SPA in the amount of $18,000 is anticipated.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	18,500	2,000	20,000	90/10

EVALUATION: The agency requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 342-345.

TITLE: Communications (I-2)

OBJECTIVE: The objective of this program is the continued implementation of a statewide law enforcement communication system by supplying to state and local agencies equipment, services, and technical assistance necessary to upgrade radio communication to the level previously established in the overall communication plan.

IMPLEMENTATION: Funding will be requested for radio and auxiliary equipment such as repeater hardware, computer relays installation, and technical assistance from a communications consultant specified by the Montana Board of Crime Control.

Any equipment purchased must meet standards and prices set by the state purchasing agency. The MBCC communications consultant reviews each subgrant to determine that the requested equipment meets the specifications established in the state communication plan.

The Board of Crime Control contracts with the communications consultant to provide user assistance in licensing, frequency coordination, engineering trouble shooting, and preparing specifications for bidding. The consultant provides direction and technical assistance in all areas of communications improvement.

SUBGRANT DATA: One or two subgrants will be made to the Department of Administration and/or Montana State University for technical assistance. Additional subgrants will be made to state and local government units for equipment and services within the communication plan. Funding will not cover the installation costs of mobile (vehicle) communications equipment.

Funding will be on a 90% federal/10% local match ratio for repeaters only. All others (mobiles, portables, bases, etc.) will be on a 75% federal/25% local match ratio.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	154,000	51,333	205,333	90/10 (repeaters only) 75/25 (all others)

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 342-345.

TITLE: Law Enforcement Teletype System (I-3)

OBJECTIVE: The objective of this program is to maintain, upgrade, and expand the use of the Montana Law Enforcement Teletype System.

IMPLEMENTATION: Funding will be requested for personnel, transportation, per diem, equipment, and operating expenses associated with the teletype system.

In 1973 the teletype system combined with the state's criminal identification and information bureau, installed computer switching equipment, and expanded its services to reach 9 additional areas. The present automated network consists of a computerized, general purpose, communications switcher; 58 terminals connected by over 3,000 miles of data grade teletype lines; an interface to NCIC and National LETS; and terminals in Idaho, Wyoming, and North Dakota that interface with their state networks.

In 1975 the system will continue its attempt to bring on-line each law enforcement agency in the state which has a 24-hour operation. The staff will encourage rural departments to install compatible terminals to interface with the nearest large department on-line.

SUBGRANT DATA: One subgrant not to exceed $100,000 will be made to the Department of Justice, of which the teletype system is a bureau.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	100,000	11,111	111,111	90/10

EVALUATION: Agencies requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 342-345.

TITLE: Criminal Justice Information System Services (I-4)

OBJECTIVE: This program has two principal objectives: to conduct a statewide study and analysis of Montana's Criminal Justice Information Systems and their current status and future prospects, and to develop a statewide plan that will insure compatibility of all operating systems and eliminate costly overlap.

After completing the study, funds will then be made available to allow agencies within the CJS to develop and implement information or operational systems to enhance their capability.

IMPLEMENTATION: The Montana SPA will assume the leadership for the statewide study. The study may be done by SPA staff and/or a consulting firm. It is anticipated that the study and plan could be completed within 6 months. Until such time as the plan is implemented there will be a moratorium on the purchase of computer hardware and software with LEAA funds.

SUBGRANT DATA: One grant will be made to the SPA to complete the statewide survey and analysis and to develop and implement a statewide information system plan.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	40,000	4,444	44,444	90/10

EVALUATION: The agency requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 342-345.

TITLE: Juvenile Probation Officers Information System (I-5)

OBJECTIVE: The objective of this program is to provide juvenile probation officers throughout the state with a new computerized information system geared especially to their needs. The system will be designed to provide each probation officer specific summary reports that will enhance his ability to manage his day to day activities. In addition the system will supply the SPA with a wealth of new information relating to juvenile activity in the criminal justice system.

Juvenile probation officers will be heavily involved in the design of this program.

IMPLEMENTATION: Funding will be requested to support design and development activities, computer support, printing of input forms, and travel and per diem.

SUBGRANT DATA: One subgrant to the SPA in the amount of $20,000 is anticipated.

BUDGET:

	L.E.A.A.	State or Local	Total	Percentage
Part C	20,000	2,222	22,222	90/10

TITLE: Community Residential Facilities & Services (J-1)

OBJECTIVE: This program is designed to establish multi-purpose community residential facilities for offenders in the areas of pre-trial diversion, pre-release (school & work release) and post release, for rehabilitation and reintegration into society.

IMPLEMENTATION: Funding will be requested by the Montana Board of Pardons to establish facilities with the necessary equipment and manpower (including staff training) to accomplish the goal of successful offender re-integration. Initial activities planned for which funding will be requested include two to three centers which will house approximately 25 male and 5 female clients each for an average length of stay of ninety days.

SUBGRANT DATA: It is anticipated that one subgrant will be made available to the Montana Board of Pardons in an amount not to exceed $192,000.

BUDGET:

L.E.A.A.	State or Local	Total	Percentage
$192,000	21,333	$213,333	90/10

EVALUATION: The agency requesting funds under this program should include a summary evaluation component in the application similar to that described on pages 342-345.

COMPLIANCE WITH FUNDING LIMITATIONS

A. L.E.A.A./Census Bureau Data:

State Law Enforcement Expenditures - 44%
Local Law Enforcement Expenditures - 56%

B. SPA Allocation:

Part C Block	$1,627,000
State Availability	715,880
Local Availability	911,120
Other: Small State Supplement	163,000
Part E	192,000

C. Construction Costs:

Part C Total	120,000
Court Facility Improvement	10,000
Jail Improvement	90,000
Consolidation	20,000

D. Personnel Compensation

a. Estimated total personnel compensation in all Part C programs - $375,500

b. Estimated total personnel compensation in all Part C programs for police or other regular law enforcement personnel - $95,000

c. Estimated total increase in personnel of implementing agencies - -0-

d. Estimated expenditures from federal share for the increased personnel compensation in (c) above - -0-

Assistance to High Crime/ Law Enforcement Activity Areas

Billings	1973	1974
Communications	2,443.05	
Education & Training	1,199.14	
Local Impact	82,306.06	
Equipment	1,487.85	
TOTAL	87,436.10	
Yellowstone		
Communications	2,884.20	4,018.61
Education & Training	790.32	2,862.00
Manpower	9,778.00	5,810.83
TOTAL	13,452.52	12,691.44
Great Falls		
Education & Training	4,860.01	
Communications		86,361.30
TOTAL	4,860.01	86,361.30
Cascade County		
Communications	4,818.00	
Education & Training	3,535.46	2,862.00
Equipment	1,582.22	
Manpower		14,718.75
TOTAL	9,935.68	17,580.75
City of Missoula		
Communications	94.50	4,770.90
Education & Training	1,527.65	
Manpower		6,266.84
TOTAL	1,622.15	11,037.74

Missoula County	1973	1974
Communications	5,561.72	
Education & Training	693.53	5,361.10
Equipment	5,422.14	
Manpower	11,760.25	3,552.63
Local Impact	51,191.95	36,946.10
TOTAL	74,629.59	45,859.83

LOCAL PARTICIPATION AND FUND BALANCE

Local initiative in the development of programs and projects for improvement of law enforcement is accomplished directly through the five Regional Advisory Councils by virtue of the representative composition of these councils. The advisory councils rely heavily upon the state planning agency staff advisors to aid them in their criminal justice planning efforts.

Local agencies applying for federal assistance for action projects are required to submit initial requests directly to the regional advisory council within that region. Thus, the council has the first opportunity to review and insure that applications are within the scope of the comprehensive state plan.

The advisory councils have established deadlines for requests by program category. The regional councils, sitting as a body, process these requests and establish priorities within their region. These regional priorities are transmitted to the State Commission for formulation of cumulative statewide priorities.

Program proposals, following review by the advisory councils, are transmitted to the state planning agency staff for review and evaluation. Consideration is given to substance and need. It is impossible to follow a set formula when allocating money to units of local government and, as stated in the guidelines, the requirement that an appropriate balance of fund distribution be achieved among local government units does not mean that every local unit must receive a grant from the state. Conversely, the state supervisory body is not likely to permit funds to be concentrated solely in a few locations.

Geographically, based on population, Montana has maintained a fairly equal distribution of action money among the five established regions, and the cities and counties within the regions. Every effort shall be made through multi-year planning to maintain this balance.

The following is a program by program review of state/ local participation:

	Local	State	Total
Manpower	160,500	110,000	270,500
Training	18,000	264,900	282,900
Education	101,500	40,500	142,000
Equipment	118,800	32,700	151,500
Facility	227,500	45,000	272,500
Workloads	9,000	4,500	13,500
Operating Standards	257,600	-0-	257,600
Services	67,500	-0-	67,500
Information Systems	129,000	203,000	332,000
TOTAL	1,089,400	700,600	1,790,000

ALLOCATIONS TO SUBSTANTIVE AREAS OF LAW ENFORCEMENT

To be "comprehensive" in scope, state plans must be subject to continuing review, evaluation and modification by the state planning agency. State plans must also be flexible to accommodate the vast differences in particular state law enforcement problems and resources. Time and available resources directly affect "comprehensiveness".

The state's planning staff takes into consideration every need within the criminal justice system that data and information reveal, or that is expressed by the system or segment thereof. All of these needs are considered during the period of dollar allocation. However, based on the priorities established, action on some needs is delayed.

Allocation of funds for each major law enforcement area must be based upon need and achievable goals which are limited by a lack of available resources. Each segment of the criminal justice system is given every consideration.

The allocations shown below are indicative of the state's planning efforts.

	Police	Courts	Corrections	Other
Manpower	88,000	47,000	135,500	
Training	130,000	50,300	102,600	
Education	28,800	65,500	29,700	18,000
Equipment	122,500	10,000	19,000	
Facilities	90,000	22,500	160,000	
Workloads	9,000	-0-	4,500	
Operating Standards	117,450	-0-	-0-	140,150
Services	7,500	7,500	52,500	
Information Systems	244,000	5,000	25,000	58,000
TOTAL	837,250	207,800	528,800	216,150

JUVENILE JUSTICE PAGE REFERENCE

The following summation refers to the page location of all text and data relevant to the juvenile justice system.

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PROVISION FOR EVALUATION

The Montana Board of Crime Control has planned for the critical need for evaluation by establishing an evaluation team. An evaluation strategy has been designed to encompass the total process of determining the value or success in achieving the pre-determined objectives or accomplishments of programs and projects operating with LEAA funds.

Evaluation is basically an assessment of program activity. It should be a continuing process which takes place before, during, and after the operation of a project. It is one of the goals of the Board of Crime Control to see that evaluation becomes an integral part of the planning and subgrant application process.

The Montana Board of Crime Control has assigned three individuals to devote the majority of their time to evaluation. The evaluation process is one of the functions of the Bureau of Standards. The Bureau Chief will devote approximately 20 percent of his time to the administration of program/project evaluations.

Four field representatives will devote approximately 25 percent of their time to monitoring programs and projects within the 5 regions. The planning specialists within the Planning Bureau will also devote a portion of their time to the monitoring/evaluation process.

The former difficulty in criminal justice project evaluation has been the lack of a sound program rationale in the project description. The narrative should contain a qualitative statement of intent. A major problem in the past has been performing evaluation as an afterthought rather than using evaluation as an integral part of the planning process.

All subgrants meeting predetermined criteria established by the SPA will be required to contain clear and quantifiable statements of their expected results and all major applications must be accompanied with pertinent support data. This will help applicants define more clearly what they want to accomplish and will assist in structuring projects. The SPA will encourage realistic planning in the design of subgrant applications and will assist with the evaluation plans to help generate quality subgrant applications.

All subgrants will be subject to evaluation by the SPA if: (1) they are in excess of $5,000; or (2) they involve the funding of personnel; or (3) they involve the funding of construction or remodeling; or (4) they involve funding for special or confidential expenditures.

Internal or performance objectives will be evaluated as well as external or impact objectives. Internal refers to the process or inner workings of the program and external refers to the impact or outcome of the program. The SPA will require a documentation of the impact or effectiveness that the project or the program has had upon crime or the criminal justice system.

Program/Project Planning

The evaluation team of the SPA has the responsibility of developing and implementing policies and procedures to ensure the comprehensive evaluation of criminal justice activities supported by the Board of Crime Control.

Evaluation can be successfully accomplished only through cooperation of the local units of government applying for federal funds. To assist the local units in preparation of quality subgrants, the SPA has prepared a basic systematic planning format to be used as a guideline by local agencies. Evaluation is basically good planning and must be considered as a first step in the grant application process.

The following requirements are excerpted from the planning format designed by the SPA for the use of applicants in preparing the narrative portion of subgrant applications. Proper attention to these six steps should provide a realistic plan of action capable of being evaluated.

The six steps are:

1. Identify and define the problem - Each problem addressed is composed of two parts:

   A. a brief, precise description of the nature of the problem or problems, and

   B. an estimate of the size or extent of the problem in numerical terms. This is necessary to establish the boundaries of the problem and it requires specific information of two types: first, quantitative data derived from crime statistics and other numerical information, and second, personal judgement expressed qualitatively where possible.

2. Define the Objective(s)

Each subgrant meeting the evaluation criteria must contain a well defined measurable objective and a statement of intended impact. Objectives should be quantified, time phased, related to the criminal justice system, and directed to problems within the community.

Procedure for establishing objectives are: (A) examine the problem thoroughly; (B) assess the available criminal justice resources; (C) select the proper level of resources to be directed at the problem; and, (D) describe the intended impact or effectiveness in measurable terms.

3. Describe the Environment

Briefly describe the immediate environment or the community in which the project will take place. This should encompass size, social characteristics, and demography that may have a relationship to the project. Environment considers which criminal justice system activities will be accepted within the community and indicates if the project will survive and gain future support.

4. Define the Constraints

Constraints are laws, regulations, or other possible hindrances to the project. The availablility of necessary resources such as time, money, and trained manpower should be accounted for.

5. Discuss Implementation Plan

The narrative should include the method of implementation. It is necessary to list the order of tasks to be taken, and assign staff to perform those tasks throughout the project. Any lengthy project should be time phased.

6. Describe the Data Collection Method

Outline the type of data to be collected and who will collect it. Include copies of forms and reports used. The four basic reports required by the SPA on most subgrants are the original subgrant application, the first progress report, quarterly reports, and a final report. All of these comprise evaluation input.

Program/Project Implementation

While the responsibility of program/project implementation rests primarily with the subgrantee, the four regional representatives in the five regions will periodically check to see that the projects have been successfully implemented according to the grant provisions and ensure that the required reports are submitted to the SPA.

However, there will be instances when applicants or subgrantees will require assistance from, and consultation with, the SPA staff. The SPA will provide assistance and consultation through pre/application and post/application conferences.

PRE-APPLICATION CONFERENCE

A pre-application conference will be required on the proposal level, or prior to submission of an application, if the state or local agency requests support for an innovative or pilot project or if the subgrant does not fall within the establishment criteria. Some applications may or may not be within the scope of the state comprehensive plan, but they do generate future planning interest and stimulate new approaches to problems within the criminal justice system.

POST-APPLICATION CONFERENCE

A post-application conference will be required with all subgrantees who have been awarded LEAA funds that involve (1) special conditions, (2) special or extraordinary expenditures or grants, (3) innovative programs, or (4) unusually large grants. Implementation of a program or project is not difficult when all ground rules have been established in a straightforward manner.

Program/Project Evaluation

The basic methods of evaluation to be used by the SPA will contain both subjective (personal) and objective (clinical) elements or a combination of both.

A sound evaluation process requires steady interaction with the individuals working with the program. An evaluation may be based upon an appraisal of the program by individuals who are a part of it, by those who are receiving the services of the program, and by those observing the program. A personal evaluation is highly subjective and is dependent solelyupon the observations and project familiarity of the evaluators.

The objective or clinical approach to the evaluation includes the analysis of data provided by the program. The scope and structure of the program will be determined by the quantity and type of required data.

Internal data describing the capability of an agency to provide service to various segments of the criminal justice system will measure the method in which the program has achieved its results (e.g., training).

External measures will describe the sources of the program in countering crime. Such data shows reduction of crime rates, clearance rates, and other measures.

Evaluation Methods

Evaluation plans will be made while the project is being developed and at that time an evaluator will be assigned to the project. The evaluations conducted this year will be geared to quantitative analysis rather than scientific.

1) Comparison

A basic evaluation method is simply to compare the effect of the program with some existing standard that is accepted and known to be valid.

2) Before and After

The before-and-after method measures the operation or the activities within a project after the application of a treatment. However, this method requires a substantial data collection effort which must be tabulated before the date of implementation.

3) Time Series

The time series method is similar to the before-and-after method but it requires considerable historical data which is necessary to establish a pattern in an event or events. The time series is used to document changes that have occurred and does not seek to explain the causes, but it is valuable in establishing trends that have been in effect over previous years. The success or failure of a program can be determined when an activity is directed to alter a predictable trend and a significant change in that trend occurs over a period of time.

4) Cost Effectiveness

A cost effectiveness analysis can be used to determine the impact of a project in terms of dollars. The units of benefit derived from the total cost of the project give an idea of the effort required to reach benefits at the expenditure of various resources. Cost effectiveness, however, does not consider the other important factors of product quality and the service derived.

Effect of Future Planning

A successful evaluation will provide the answers to two levels of questions basic to the life of the project and future planning. The first level of questions deals with the operation of the project itself.

1. Has the project been successfully implemented and is it progressing satisfactorily?

2. Are the objectives that were originally designed for the project being met?

3. Have unforeseen problems appeared to hinder progress or have circumstances changed the nature and operation of the project?

4. What impact did the project have on the criminal justice system either directly through the achievement of objectives or indirectly through unexpected results or side effects?

When all the above questions have been answered, the future operation of the project can be successfully determined by the SPA through a second level of questions that will be asked.

1. Should continued funding for the project be considered and should future funding for similar or like projects be considered?

2. Should funding be terminated immediately or should the project be allowed to continue to the grant expiration date?

3. Should the project be modified?

4. Does the project have sufficient merit or value to be transferred to another geographical area or should the scope of the present operation of the project be expanded to obtain optimum effectiveness?

5. Has the project contributed to the SPA planning goals and objectives?

In order to assist the SPA staff with the evaluation and monitoring of programs and projects, a subgrant project review guide has been designed to provide a foundation for the assessment of program/project effectiveness. This guide will be used as the basic instrument for evaluation.

The SPA anticipates that some applications submitted for funding will contain an evaluation plan designating independene evaluators. The SPA will review these components for compliance with SPA evaluation standards and will monitor independent evaluation efforts.

SUPPLEMENT

1975

Montana Plan for Criminal Justice Improvement

PART "E"

CORRECTIONS

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LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
U.S. DEPARTMENT OF JUSTICE
WASHINGTON, D.C. 20530

APPLICATION FOR ACTION GRANT

Application Is Hereby Made For A Grant In The Amount Of $192,000 Under Title I, Part E of the Omnibus Crime Control and Safe Steets Act of 1968 (Public Law 90-351, 82 Stat. 197), As Amended by P.L. 91-644, 84 Stat. 1880).

BY

MONTANA

Planning Agency Administrator (Name, title, address, and telephone number)	Financial Officer: (Name title, address and telephone number)
Michael A. Lavin Administrator 1336 Helena Avenue Helena, Montana 59601 Phone: (402) 449-3604	Mrs. Margaret Crutcher Finance Officer 1336 Helena Avenue Helena, Montana 59601 Phone: (406) 449-3604

1. This application is supported by:

   The attached supplement to Comprehensive Plan dated April, 1974.

2. The undersigned represents, on behalf of the applicant agency that:

   a. Any grant awarded pursuant to this application shall be subject to and will be administered in conformity with the General Conditions Applicable to Administration of Grants under Part C and Part E, Title I of P.L. 90-351, as amended, as set forth in Appendix 4-1.

b. Funds awarded will be used only for the programs described in the Section entitled "Annual Action Plan" as set forth in the approved Comprehensive Law Enforcement Plan or in any amendment thereto duly filed with and approved by the Law Enforcement Assistance Administration.

c. Not more than one-third of the gross amount of this grant will be expended for compensation of police and other regular law enforcement personnel, exclusive of compensation for time engaged in conducting or going training programs, or compensation for personnel engaged in research, development, demonstration of other short-term programs.

d. Any grant funds so expended for compensation of personnel subject to the one-third limitation will be matched by State or local expenditures for increased personnel compensation of equal amount.

3. The State Planning Agency hereby assures that it will comply with and will insure compliance by its subgrantees and contractors with Title VI of the Civil Rights Act of 1964 and all requirements imposed by or pursuant to regulations of the Department of Justice (28 C.F.R. Part 42) issued pursuant to that title, to the end that no person shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which the applicant receives Federal financial assistance from the Department of Justice. The State Planning Agency further will comply with and insure compliance by its subgrantees and contractors with Justice Department equal employment regulations in federally assisted programs (28 C.F.R. Part 42, Sub-part D) to the end that employment discrimination in such programs on the grounds of race, color, creed, sex, or national origin, shall be eliminated. The State Planning Agency recognizes the right of the United States to seek judicial enforcement of the foregoing convenants against discrimination, and will include a similar covenant assuring the right of the United States to seek judicial enforcement in its subgrants or contracts.

4. This application (submitted in 12 copies) consists of the following in addition to this form:

1. Attachment A - List of Action Programs for which Grant Support is Requested

2. General Conditions - Contained in Part C Plan

3. Program Component - Part E

4. Part E - Special Requirements

Signature:_____

Date:_____

PROGRAM DESCRIPTION

It is proposed to establish four (4) multi-purpose centers in the State of Montana.

These centers are in no way meant to compete with the Montana State Prison, but are meant to offer the Court, Board of Pardons, and society an alternative to incarceration, for those clients it can best serve. Hopefully this will segregate long term, multi-convicted offenders who are sent to prison from young, nonviolent offenders who are diverted to these centers.

For planning purposes, each center is being structured to house approximately 25 male and 5 female clients at any given time, none of whom should reside for more than 90 days.

The financial responsibility will be that of the State of Montana. An amount of $530,000 is being requested from the General Fund and approximately $222,000 will be requested through federal grant. Once the money is approved, center sites will be established. At present it appears to be to expensive to build or remodel, so it is anticipated that we will rent on contract. Once the site is established the centers should be operational within 6 months.

Advisory Boards will be appointed in each of the 4 proposed cities, to include a good cross-section of the community. This board will assist in choosing the center sites and implementing staff and programs.

GOALS AND OBJECTIVES

GOALS:

Establish community facilities for released offenders in the critical re-entry phase, with prevision for short-term return as needed.

Preference should be given to exoffenders from the locality of the facility.

Facilities would be available to District Courts for probation cases and court diversionary-deferred imposition and pre-sentence.

Facilities would also be available for pre-release case-work training, school furlough.

OBJECTIVES:

To phase ex-offenders and Court diversionary cases back into the community under supervision, with assistance as needed.

To provide short-term residency for ex-offenders and others with special orientation programs and employment or training assistance, with gradually increased opportunities for decision-making.

Maximize the use of services of the community, state and federal agencies for clients.

To provide a structured program of supervision to both male and female clients which will provide accountability at all times, and have a well-structured follow-up service after release from the center.

To substantially reduce the recidivism rate of those clients processed through the center.

PROGRAM STRUCTURE:

A "Graduated Program" is being considered and would be structured in 3 phases.

PHASE I...

Those committed to the Center by a Judicial Act would not be allowed to leave the center without express permission. Consideration would be given to week-end furlough, family development, and limited social activities. Upon arrival, the client will be assigned to a "TEAM CONCEPT" consisting of Center personnel (for example the superintendent, assistant superintendent, and a resident counselor). Under this concept the client's progress would be assessed by 3 people, rather than one individual. This team would determine when a client is graduated to Phase II or III, or if necessary returned to be re-processed through a previous phase.

PHASE II...

This would result in a "live-out" status, but the client would be required to return to the center daily for progress reports and counseling as needed. A client would not be advanced to Phase II unless a job or school program was approved and in effect.

PHASE III...

This would be a "street supervision" situation, wherein the client would be assigned to a Resident Parole/Probation Officer, but would be required to return to the Center, accompanied by his Parole Officer, for quarterly evaluations.

During Phase I, which is a live-in phase, various programs and services will be structured, and each client will be matched appropriately with programs and services. If the client is not working or attending school, he would be required to attend some therapeutic program.

The following is an outline of the kinds of programs and services that will be worked into a time schedule and offered and/or required of residents of the facility.

Individual counseling and group therapy:

Objectives:

1. Utilization of trained personnel to provide in-depth counseling for behavior disorders and emotional problems, marital and parent-child problems, and alcoholism and drug abuse

2. Evaluation and testing
3. Specialized counseling for minority groups

Resource Possibilities:

1. Mental Health Clinic
2. Clinical Psychology Center
3. Lutheran Social Services(nondenominational)
4. Alcoholics Anonomous
5. Counseling for Alcoholics
6. Indian Studies, Black Studies

Employment and financial aid counseling:

Objectives:

1. To aid in job placement and to offer counseling that will help direct individuals to suitable work through testing

2. To inform residents of alternatives available for financial assistance

3. To provide counseling regarding budgeting and money management

Resource Possibilities:

1. Consumer Credit Counseling
2. Montana State Employment Service
3. Rehabilitative Services Division
4. Qua Qui
5. County Extension Nutrition Center

Educational Counseling:

Objectives:

1. To inform and offer guidance to individuals who are interested in opportunities available to them for vocational training and academic learning

2. To schedule testing for GED and other relevant examinations

Resource Possibilities:

1. Technical Center
2. Division of Adult and Continued Education
3. University Systems
4. Montana State Employment Service

Physical Health Counseling:

Objectives:

1. To make possible the opportunity for residents to ask questions and learn necessary facts in order to maintain good physical health

2. To provide 24-hour call service in case of emergency

3. To stress the importance of personal hygiene

Resource Possibilities:

1. Medical Doctors
2. Registered Nurses
3. Planned Parenthood

Community Awareness Sessions:

Objectives:

1. To involve various groups in the community with residents of the Regional Service Facility in order to foster positive relationships and a better understanding of the mechanics of these organizations.

2. To encourage participation in community life

Resource Possibilities:

1. County Attorney
2. Representative of the City Police Department
3. Representative of the County Sheriff's Department
4. Representative of various social service organizations
5. Representative of professional businesses
6. Advisory board

Other activities:

Objectives:

1. To insure that residents will be instilled with a sense of responsibility and a feeling of self-worth, various work details within the facility will be required of each individual.

2. To allow some leisure time for residents, several indoor and outdoor recreational opportunities will be offered.

3. To provide for unforeseen events that may be taking place in the community, possibilities such as field trips may be arranged.

TARGET GROUP

Work Furlough from MSP, which is not presently being used to any extent due to security problems from having to use the County Jails.

Work Release, direct from District Court, could be used to a greater extent.

Clients under supervision of BOP, who are to the point of possibly being violated, could be placed in this complex with structured supervision, closely monitored, and given another chance to rectify their problems and stabilize themselves within the community.

At present Montana has no "facility" between society and prison. This would meet that need. Often a person appears in District Court and it is determined that it is too great a risk to return him to the street, but yet he is not necessarily "prison material." This facility would serve as a proving ground for such clients, and give them a chance to prove to themselves and society that they can indeed conform (with close supervision) and become useful without having to be labeled "convicts."

In due course this could be expanded to a program wherein any inmate coming to the site would be required to be processed through the center for a given time (4 weeks, for example) prior to the parole date, and would go through a deinstitutionalization process to phase himself slowly back into society rather than leave prison with $25,000 and be on his own.

This facility would be available for clients on the street who have emergency problems such as divorce and no place to live, no job and no money for rent, no control over a drinking or drug problem, to come to under strict regulations until the crisis is overcome.

This facility would be available to neighboring counties for any of the above reasons or as the need is identified.

ADVISORY BOARD

In an effort to gain community involvement and support, individuals will be appointed to sit on a board or council to act in an advisory capacity.

The responsibilities of this board would include public relations, review and evaluation of the program, choosing location of center sites, and acting as a grievance committee for the community and clients. The board would be able to make suggestions to the center staff and Board of Pardons for overall improvement of the program. It should have a voice concerning the hiring and firing of personnel.

Suggested personnel for board appointment should include:

County Sheriff Department	(1)
City Police Department	(1)
County Attorney	(1)
City Government	(1)
County Government	(1)
Minority Representative	(1)
District Judge	(1)
Board of Pardons	(1)
University System	(1)
Businessman	(1)
TOTAL	(10)

BUDGET ESTIMATE

ANNUAL

COST PER CENTER

RENT (8000 sq.ft. @ $5.00 per sq.ft.per yr.).....	$40,000
EQUIPMENT.....	15,000
UTILITIES & MAINTENANCE.....	5,000
FOOD($2.00 per day, per client x 31 days).....	22,320
MEDICAL(Contracted$450.00 per client per year).....	13,500
SUB TOTAL:	$95,820

STAFF:

Superintendent.....	13,116
Asst-Superintendent.....	11,964
Resident Counselors-2-(@ $9,180.00).....	18,360
Monitor Counselors-3-(@ $4,800.00).....	14,400
Secretary.....	5,650
Cook (-1- plus ½ for relief).....	12,990
Janitor.....	3,600
Employee Benefits (@15%).....	12,012
SUB TOTAL:	$92,092

Total cost per center.....	$187,912
Total cost 4 centers:.....	$757,648

The above figures are conjecture only. Many variables exist, mainly in the area of rent, staffing, and medical expense.

The equipment should remain constant, and in fact should reduce substantially after the first year.

The federal money that would be received from the Montana Board of Crime Control could be used to balance any unknown costs.

ESTIMATED EQUIPMENT EXPENSES FOR MULTI-PURPOSE RESIDENTIAL CENTER

INITIAL EXPENSES(ITEMIZED)

KITCHEN	
Ventilation System 6' Hood	$ 375.00
Fan	300.00
Commercial Stove elec.w/fry top & 4 burners (gas 800.00)	1,900.00
Cooler Walk-in w/cooling unit included 6'x8'x7'x8"	2,000.00
Dishwasher	1,000.00
Freezer 21' upright	350.00
Pots, pans, & utensils	250.00
Prep. table 5'x30", 2" mable top	185.00
Dishes: complete setting for 30 persons	159.00
	$6,579.00
DINING ROOM	
Tables 8'x30" @ 50.00 ea.	$ 250.00
Chairs, folding @ 5.00 ea.	150.00
	$ 400.00
LIVING QUARTERS	
Bedrooms	
Bed Frame & spring 18.95 ea.	$ 568.50
Mattresses, polyfoam 6.50 ea.	195.00
Sheets 10 doz.(muslin)	369.00
Pillowcases: 60	70.80
Blankets: 60	537.00
Pillows: 30, foam	108.00
Chest of drawers: 30 (built-in)	900.00
Bathrooms	
Wash Cloths: 60	$ 19.75
Bath towels: 60	94.50
Hand towels: 60	40.00
Lounge	
2 sectional couches	$ 338.00
4 eash chairs	298.00
2 end tables	80.00
2 floor lamps	90.00
19" color TV	410.00
Phonograph	200.00
	$4,318.55
OFFICES	
5 typewriter return desks	$1,097.00
5 swivel arm chairs	399.75
11 guest chairs	391.93
2 legal files-5 drawer	308.00
1 electric typewriter	541.80
5 2-drawer legal files	444.00
10 wastebaskets	40.00
	$3,162.58
LAUNDRY FACILITIES(washer & dryer,commercial)	549.90
TOTAL INITIAL EXPENSES	$15,010.03

PART E - Multi-Year Program Descriptions and Projections

General Statement & Forecast: The adult correctional system in Montana is made up primarily of the state prison at Deer Lodge, the Board of Pardons with field service capability, the local jails, and community-based programs.

All these areas, in one way or another, are involved in community corrections at some point in their correctional programming.

Each major component in the correctional system is becoming more related to and dependent upon the other components as Montana strives for a more unified correctional system.

Plans are underway to more closely integrate the system by mutual planning efforts.

Reform is taking place, but the process is slow and needed monies are in scarce supply.

Funds are needed in all four components in all nine planning categories. (Manpower, training, education, equipment, facilities, workloads, operating standards, services and information systems.)

Since there are many areas of need and since Part E funds available to Montana are relatively small, it is felt that, to make highest and best use of dollars allocated, each major agency should receive the majority of Part E funds for one year.

The rationale is that if the funds allocated for one year are dispersed among three or more agencies, the likelihood is that several small programs will result and not have the significance of one larger program adequately financed.

With this rationale in mind, it was determined that the total available Part E funds for 1975 should be awarded to the Montana Board of Pardons for purposes described in the application, to implement various programs in at least two major Montana communities.

In 1976, the majority of Part E funds will be made available to the local jails and lock-ups to help bring them up to the minimum standards of health and welfare, and to initiate programs that contribute to the total correctional process.

Many local officials have expressed interest in providing programs such as work release, school release, vocational, and academic training at the community level if funds are available for adequate facilities, equipment, and manpower.

It is anticipated that 1976 Part E funds will be used for the necessary upgrading and integration of the role of local jails in the statewide correctional picture.

Also 1976 Part E funds will be available for initiating and upgrading juvenile detention facilities.

It is anticipated that Part E funds for 1977 will be distributed to the segments of the system mentioned above to more closely integrate and expand the various functions of the programs initiated as a result of the three previous years' funding.

Part E Multi-Year Budget and Financial Plan

Montana Board of Pardons - 1975

Establishment of two multi-purpose community residential and correctional facilities	$192,000.00

Local Detention Facilities - 1976

(Juvenile & Adult)

E-7	Renovation for Health & Welfare	$140,000.00
E-8	Work & School Release	30,000.00
E-9	Vocational & Academic Training	30,000.00
	TOTAL	$200,000.00

Coordination & Increasing Effectiveness of Existing Correctional Programs: - 1977

Montana State Prison	$ 70,000.00
Montana Board of Pardons	70,000.00
Local Adult & Juvenile Detention	70,000.00
TOTAL =	$210,000.00

PART E SPECIAL REQUIREMENTS

1. SUMMARY PAGE REFERENCE: A PAGE REFERENCE TO THE LOCATION OF ALL TEXT AND DATA PERTINENT TO THE PART E COMPREHENSIVE STATEWIDE PROGRAM FOR THE CONSTRUCTION, ACQUISITION, OR RENOVATION OF CORRECTIONAL INSTITUTIONS AND FACILITIES AND THE IMPROVEMENT OF CORRECTIONAL PROGRAMS AND PRACTICES THROUGHOUT THE STATE.

Page references are to the 1975 Montana Plan for Criminal Justice Improvement.

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2. PROVIDE SATISFACTORY ASSURANCES THAT THE CONTROL OF THE FUNDS AND TITLE TO PROPERTY DERIVED THEREFROM SHALL BE IN A PUBLIC AGENCY FOR THE USES AND PURPOSES PROVIDED IN PART E AND THAT A PUBLIC AGENCY WILL ADMINISTER THOSE FUNDS AND THAT PROPERTY.

This assurance is incorporated in this grant application and automatically provided with SPA execution of this application.

3. PROVIDE SATISFACTORY ASSURANCES THAT THE AVAILABILITY OF FUNDS UNDER PART E SHALL NOT REDUCE THE AMOUNT OF FUNDS UNDER PART C WHICH A STATE WOULD, IN THE ABSENCE OF PART E, ALLOCATE FOR THE PURPOSES OF CORRECTION.

   a. The State has retained the aggregate Part C investment in correctional program patterns reflected in the multi-year projections of prior comprehensive plans; and

   b. The Part C commitment to corrections reflects at least a continuance of prior years planned and funded emphasis.

4. CERTIFY THAT PART E PROGRAMMING WILL UTILIZE ADVANCED TECHNIQUES IN THE DESIGN OF INSTITUTIONS AND FACILITIES.

   It is hereby certified that Montana will utilize advanced techniques in the design of institutions and facilities. Montana will probably not become involved in the following but if so, and if Part E funds are used, it will only be with LEAA approval:

   a. Construction of an adult facility having an operating capacity in the aggregate of more than 400 persons or a total site preparation, construction, and outfitting cost of more than $8 million.

   b. Construction of a juvenile facility having an operating capacity in the aggregate of more than 150 persons or a total site preparation, construction, and outfitting costs of more than $4 million.

5. CERTIFY THAT WHERE FEASIBLE AND DESIRABLE PROVISIONS WILL BE MADE FOR THE SHARING OF CORRECTIONAL INSTITUTIONS AND FACILITIES ON A REGIONAL BASIS.

It is hereby certified that where feasible and desirable, provisions will be made for the sharing of correctional institutions and facilities on a regional basis.

"It is recommended that any federal funds being used for upgrading detention facilities be given on a priority basis to those considering consolidation."

See 1975 Consolidation Program on page 323.

6. PROVIDE SATISFACTORY ASSURANCES THAT THE STATE IS ENGAGING IN PROJECTS AND PROGRAMS TO IMPROVE THE RECRUITING, ORGANIZATION, TRAINING, AND EDUCATION OF PERSONNEL EMPLOYED IN CORRECTIONAL ACTIVITIES, INCLUDING THOSE OF PROBATION, PAROLE AND REHABILITATION.

Please refer to specification No. 12 below. Hopefully, the programs initiated within Part C for training and manpower will insure at least 80 hours of recruit training and at least 20 hours of in-service training per year for all correctional personnel.

7. THE STATE PLAN MUST SPECIFY WITH RESPECT TO CONSTRUCTION OR RENOVATION OF CORRECTIONAL INSTITUTIONS OR FACILITIES, THAT IN THE PLANNING AND DEVELOPMENT OF ARCHITECTURAL DESIGN OR CONSTRUCTION DRAWINGS THE GRANTEE OR SUB-GRANTEE WILL:

   (1) CONSULT WITH AND PROVIDE RELEVANT DOCUMENTS TO THE LEAA AD HOC COMMITTEE ON CORRECTIONAL ARCHITECTURE OR OTHER DESIGNATED NATIONAL CLEARINGHOUSE OR LEAA CONTRACTUAL ARRANGEMENT. (RESPONSE WILL BE MADE WITHIN 30 DAYS.)

   (2) OBTAIN A CERTIFICATION OF COMPLIANCE WITH NATIONAL STANDARDS.

   (3) VERIFY THAT NO FUNDS WILL BE EXPENDED UNTIL SUCH CERTIFICATION IS OBTAINED.

The Montana SPA shall continue to comply with the above conditions. The SPA shall coordinate the consultation with and providing of relevant documents to the National Clearinghouse for Criminal Justice Planning and Architecture, and fulfill other requirements as necessary.

8. THE STATE PLAN MUST REFLECT THAT WITH RESPECT TO CORRECTIONAL INSTITUTIONS OR FACILITIES, OR PORTIONS THEREOF, PART E GRANT FUNDS WILL NOT BE USED FOR ROUTINE REPAIR, MAINTENANCE, OR UPKEEP PURPOSES AND FURTHER, WITH RESPECT TO CONSTRUCTION, ACQUISITION AND RENOVATION, MAY BE USED ONLY FOR SUCH INSTITUTIONS AND FACILITIES OR PORTIONS THEREOF, WHICH SUBSTANTIALLY PROVIDE OR CONTRIBUTE TO PROVIDING CONFINEMENT OR REHABILITATION FOR THOSE CHARGED WITH OR CONVICTED OF VIOLATION OF THE LAW.

It is hereby certified that Part E grant funds will not be used for routine repair, maintenance or upkeep purposes. Funds for contruction, acquisition and renovation shall be used only for institutions and facilities which substantially provide or contribute to providing confinement or rehabilitation for those charged with or convicted of violation of the law.

9. CERTIFY AS A CONDITION FOR RECEIPT OF PART E FUNDS FOR THE PLANNING, CONSTRUCTION, ACQUISITION, OR RENOVATION OF ADULT OR JUVENILE CORRECTIONAL INSTITUTIONS OR FACILITIES, THAT THE SPA WILL REQUIRE THAT ALL APPLICANTS FOR SUCH FUNDS DEMONSTRATE ADHERENCE TO THE FOLLOWING PROGRAM ELEMENTS (TO THE EXTENT APPLICABLE TO THE PARTICULAR PROJECT PRESENTED AND AREA OR REGION TO BE SERVED BY THE PROPOSED FACILITY).

All applicants for Part E funds shall adhere to the following program elements (to the extent applicable to the particular project presented and area or region to be served by the proposed facility):

a. Responsible use of alternatives to incarceration, including but not limited to referral and bail practices, diversionary procedures, court sentencing practices, comprehensive probation resources, and the minimization of incarceration by State and local parole practices, workstudy release or other programs assuring timely release of prisoners under adequate supervision. (Applications should indicate the areas to be served, comparative rates of dispositions for fines, suspended sentences, probation, institutional sentences and other alternatives, and rates of parole.)

b. Special provision for the treatment, particularly in community-based programs, of alcohol and drug abusers.

c. Architectural provision for the complete separation of juvenile, adult female, and adult male offenders.

d. Specific study for the feasibility of sharing facilities on a regional (multi-State or multi-county or regional within States, as appropriate) basis.

e. Architectural design of new facilities providing for appropriate correctional treatment programs, particularly those involving other community resources and agencies.

f. Willingness to accept in the facilities persons charged with or convicted of offenses against the United States, subject to negotiated contract agreements with the Bureau of Prisons.

10. CERTIFY THAT SPECIAL ADMINISTRATIVE REQUIREMENTS DEALING WITH OBJECTIVES, ARCHITECTURAL AND COST DATA, CONTRACTUAL ARRANGEMENTS, ETC., WILL BE MADE APPLICABLE TO SUB-GRANTEES AND CONTRACTORS.

It is hereby certified that:

a. Applications for construction funds, in addition to meeting the requirements of paragraphs (a) through (f) above, shall be accompanied by a statement of objectives of the proposed facilities, architectural programs, schematics, outline specifications, and cost estimates.

b. Applications for construction funds shall include certification of the manner and means through which needed contractual services (site preparation, utility installation, building construction, purchases of equipment and fixtures, etc.) will be obtained in accordance with the applicable provisions of appropriate State and/or local law, rules or regulations. This must normally include some system of competitive bid solicitation. The use of separate contracts for construction and equipment is encouraged.

c. Grants or subgrants of Part E funds for facilities construction or renovation, regardless of size, shall require that architectural and other needed professional services shall be obtained upon the basis and consideration of professional competence to deliver the required services. Contractual fee obligations for such services shall be in accordance with the prevailing suggested fee schedules of recognized professional organizations, such as the American Institute of Architects.

d. The foregoing requirements shall be incorporated as part of the standard fiscal conditions for award of Part E grants, applicable to State Planning Agencies and their subgrantees and contractors.

11. PROVIDE A SHOWING OF HOW THE PART E PROGRAMMING PROVIDES SATISFACTORY EMPHASIS ON THE DEVELOPMENT AND OPERATION OF COMMUNITY-BASED CORRECTIONAL FACILITIES AND PROGRAMS, INCLUDING DIAGNOSTIC SERVICES, HALFWAY HOUSES, PROBATION, AND OTHER SUPERVISORY RELEASE PROGRAMS FOR PREADJUDICATION AND POST-ADJUDICATION REFERRAL OF DELINQUENTS, YOUTHFUL OFFENDERS, AND COMMUNITY-ORIENTED PROGRAMS FOR THE SUPERVISION OF PAROLEES.

First, Montana has provided assurance based on a presumption that the specification has been met based on the fact that not more than 50 percent of the State's Part E allocation is invested in construction programs. Second, Montana has invested funding both in planning and action in community-based correctional facilities and programs.

Compliance with this provision is found in Part C Programming. Program Number

12. PROVIDE THE STATE'S PERSONNEL STANDARDS AND PROGRAMS FOR CORRECTIONAL PERSONNEL WHICH REFLECT ADVANCED PRACTICES. IF THESE STANDARDS AND PROGRAMS REFLECTING ADVANCED PRACTICES DO NOT CURRENTLY EXIST, EXPLAIN WHAT STEPS THE STATE IS TAKING TO ESTABLISH ADVANCED PERSONNEL STANDARDS AND PROGRAMS. WHEN WILL THESE STANDARDS AND PROGRAMS BE COMPLETED?

Montana is maintaining in the aggregate both the Part C and Part E investment in advanced practices relating to personnel standards and programs reflected in the prior comprehensive plans.

Refer to Part C Programs:

PROGRAM:	PAGE:
C.O.S.T.	308
Prison Workload Analysis	321
Probation & Parole Training	307

13. SHOW HOW THE PART E PROGRAMMING PROVIDES SATISFACTORY EMPHASIS ON THE DEVELOPMENT AND OPERATION OF NARCOTIC AND ALCOHOLISM TREATMENT PROGRAMS IN CORRECTIONAL INSTITUTIONS AND FACILITIES AND IN CONNECTION WITH THE PROBATION OR OTHER SUPERVISORY RELEASE PROGRAMS FOR ALL PERSONS INCARCERATED OR ON PAROLE WHO ARE DRUG ADDICTS, DRUG ABUSERS, ALCOHOLICS, OR ALCOHOL ABUSERS.

For statement, see Part E Program Narrative Page Target Group.

14. SHOW HOW THE STATE PLANS TO PROVIDE FOR ACCURATE AND COMPLETE MONITORING OF THE PROGRESS AND IMPROVEMENT OF THE CORRECTIONAL SYSTEM. THE MONITORING MUST INCLUDE THE RATE OF PRISONER REHABILITATION AND RATES OF RECIDIVISM IN COMPARISON WITH PREVIOUS PERFORMANCE OF THE STATE OR LOCAL CORRECTIONAL SYSTEMS AND CURRENT PERFORMANCE OF OTHER STATE AND LOCAL PRISON SYSTEMS NOT INCLUDED IN THIS PROGRAM.

a. Refer to Part C Action Plan - Provision for Evaluation, Pages

b. Part C Programs will also be directed to this effort:

PROGRAM:	PAGE:
Prison Workload Analysis(F-1)	321
CJS Information System (I-1)	329

PART SIX: 1974 PROGRESS REPORT

I. MANPOWER

a) Funding level: $428,660

b) Goal: To increase and redistribute manpower available to Montana's criminal justice system to gain maximum efficiency and service.

c) The project increased manpower and personnel flexibility by effecting the hiring of 5 LEEP graduates in law enforcement agencies around the state. Both initial and continuing salary support is being given to 10 juvenile probation officers, in order to reduce the caseload of individual officers to a level of no more than 50 cases, which will benefit both the officers and their clients. An impact has been made on the crime of livestock theft through the employment of special investigators, use of modern surveillance, detection, and apprehension techniques, and the promotion of public awareness about livestock theft. County attorneys have been provided a coordinator for all their training, to assist in legislative matters, to develop procedural manuals for prosecutors, to function as a legal resource for prosecutors and to develop a clearinghouse for prosecutorial information exchange, in order to render the county attorneys more efficient and effective. This program has also expanded clinical and psychological services to three state institutions, increasing their capabilities in the areas of inmate testing and counseling and pre-disposition psychological evaluations of juveniles. Funding was continued to the Indian pre-parole officer project in order to provide the services of a special counselor to Indian inmates of the state prison, to assist in handling race-related problems.

d) By virtue of a $20,000 subgrant, the state prison hired a clinical psychologist, a trainee psychologist, and a consultant clinical psychologist to aid in designing rehabilitation programs, one of the most pressing needs of the prison.

The services of these professionals are useful in assessing and dealing with emotional and psychological needs of the inmates, in helping inmates achieve better self-understanding and more appropriate social behavior. The project is now in beginning stages, and it is anticipated that its efforts will result in significant benefit to inmates as far as rehabilitation is concerned.

e) None of the projects implemented in this program area encountered serious problems.

f) The projects that are found to have positive effects on crime and the criminal justice system will be continued and/or expanded, but those that experience minimal or no impact on the criminal justice system will be modified or discontinued.

II. TRAINING

a) Funding level: $554,832

b) Goal: To improve the quality of service delivered by criminal justice personnel by providing educational opportunities for continued and increased professional development.

c) The P.O.S.T. Council of the Board of Crime Control increased several training requirements for Montana peace officers. Funding was continued to the Montana Law Enforcement Academy for improvement of quality and quantity of training. The Academy conducted 4 additional schools that were new in 1974, and added new modern training aids. A Police/Prosecutor Relations Seminar was funded and held, and included such topics as search and seizure, trial preparation, and juvenile law. Funding permitted a chief probation officer to attend a school on applied behavioral science. Another subgrant facilitated the conducting of a 5-state judicial seminar in Montana sponsored by the Montana Judges' Association, emphasizing review of standards and goals in the courts area with the intent of providing input to the statewide standards and goals effort. Further expansion of a training program for state prison staff members was also effected. Funding was continued as well for the staff of three juvenile corrections institutions and the Aftercare Bureau to take special training in subgrants pertinent to their institutions' programs.

d) The largest and most notable subgrant in this program area was one of $250,000 to the Montana Law Enforcement Academy for expansion and upgrading of its curriculum, addition of specialized training equipment, and development of professional law enforcement instructors and administrators for both the Academy and individual department in-service programs. The impact of the Academy on the criminal justice system has and will continue to be to enable law enforcement personnel to keep abreast of newest information and techniques, instill confidence and professionalism in the personnel, improve law enforcement/community relations, and generally to provide continuing opportunity for Montana's law enforcement personnel to obtain the highest quality in knowledge and skills so as to best serve the public and the criminal justice system.

e) None of the projects implemented in this program area encountered serious problems.

f) Projects in this important program area will continue to be funded and expanded due to the ever-increasing need for professionalism and capability of criminal justice personnel. The focus will continue to be on improvement of the Montana Law Enforcement Academy as the center of law enforcement training. There will continue to be need for well-trained staff personnel in the institutions, and for judges, prosecutors, etc., so that they may continually expand their knowledge and expertise.

III. EDUCATION

a) Funding level: $139,060

b) Goal: To provide practical working experience to law students and L.E.E.P. students through internships in criminal justice agencies; to develop curricula and provide teacher training in law related education in primary and secondary schools; to provide college-level classes to qualified inmates of Montana State Prison.

c) The Law School Intern project enjoyed great success in 1974. Twenty-five law students gained legal experience from 12-week internships in criminal justice agencies around the state, providing the benefit of additional manpower for participating agencies. Funding enabled L.E.E.P. students from 3 college-level institutions to also gain practical experience working with criminal justice agencies. Besides increasing manpower, this project has been effective in recruiting students to return to work in the Montana criminal justice system following graduation. Funding was continued to the post-secondary education program for inmates of the state prison. A subgrant was awarded to the Montana Bar Association to implement a law curriculum and teacher training in the primary and secondary schools. This project is designed to increase students' awareness and knowledge of the functioning of the criminal justice system, civil rights, and public control of the legal system.

d) A $25,000 subgrant was awarded to the state prison to continue and improve its post-secondary education program for qualified inmates. This project is also providing intensive counseling for inmates. The project continues to enjoy success, with 284 student-inmates enrolled in academic classes in 1974. The 15 courses offered in 1974 were of a general and useful nature in many subject areas. The costs covered by the funding included student tuition, books, supplies, and testing. It is hoped that the two parts of this program will result in strengthening positive attitudes toward education and society in general.

e) None of the projects implemented in this program area encountered serious problems.

f) It is anticipated these projects will continue to be funded in the future, expanding those found to be of benefit in the criminal justice system. Those whose results have minimal or no favorable impact will be modified or discontinued. It is an area, however, for which the need should continue to increase.

IV. FACILITIES

a) Funding level: $83,624

b) Goal: To assist in providing new or improving existing criminal justice facilities.

c - d) Funding was provided to the Bureau of Aftercare to continue to maintain two long-term juvenile group homes in Havre and Butte. One additional group home is anticipated, and the state legislature appropriated $170,000 to maintain the eight already existing facilities. Two short-term group homes were established in Anaconda and Helena as an alternative to incarceration for youth. These homes have been found beneficial to the youth they serve, and community support has been outstanding. They reflect the shift in emphasis from detention to attention in dealing with problem youth.

e) None of the projects implemented in this program area encountered serious problems.

f) Continued funding will be provided for successful projects under this program. Need is seen for a correctional diagnostic center to provide extensive medical and psychological evaluation of each convicted felon in the state. Court and jail facilities will also be upgraded under this program.

V. OPERATING STANDARDS

a) Funding level: $206,200

b) Goal: To encourage the partial or total consolidation of local law enforcement facilities, services, and operations by providing funding incentives.

c - d) A large subgrant was awarded to Missoula County to pay a consultant to develop a conceptual design for consolidation of records, jail facilities, communications, and administration procedures to insure proper implementation of unification, in order to give more efficient and economical service to the city and county. Money was awarded to the Montana Supreme Court for a 2-year study to revise the laws of evidence relating to the newly revised criminal code. The Supreme

Court appointed a committee to implement the appropriate legislation for the statutory revisions. A subgrant was also awarded for a lower court study to develop uniform practices and procedures for the court system in Montana.

e) None of the projects implemented in this program area encountered serious problems.

f) Funding for projects such as the above should continue as consolidation and standardization of operating procedures is seen as a need in all areas of the criminal justice system.

VI. SERVICES

a) Funding level: $67,024

b) To provide services in the way of technical assistance, counseling, etc., to criminal justice personnel and agencies, and to offenders being held in institutions and facilities; to provide public information programs for community awareness.

c - d) Missoula and Lewis and Clark Counties were each awarded a subgrant to implement a program of intensive counseling for juvenile offenders on suspended sentences in an attempt to reduce their existing high rate of recidivism and avoid sentencing them to institutions. The Swan River Youth Forest Camp received an award to implement a public relations campaign, to result in better public understanding of the nature of the institution, and better utilization of the institution by judicial personnel in their sentencing. A consultant will develop a slide presentation and a brochure.

e) In the intensive counseling project in Missoula County, a problem was seen in assignment of staff and time to the project; since there will be only one caseworker, he will be able to work with only half the probationers; there may not be sufficient resources in the community to take care of medical expenses or maintenance of school programs, etc. However, these were not seen as serious problems.

f) The projects that are found to have positive effects on crime and the criminal justice system will be continued and/or expanded, but those that experience minimal or no impact on the criminal justice system will be modified or discontinued.

VII. INFORMATION SYSTEMS

a) Funding level: $601,200

b) Goal: To encourage development of crime data collection and analysis; to improve communication systems in the state.

c - d) Funding was continued to the Electronics Research Laboratory to provide technical assistance and advice relative to communications equipment. Some 46 individual subgrants were awarded for radios, repeater systems, etc., upgrading communication capability of and among law enforcement agencies. Funding continued, on a declining basis, for the Law Enforcement Teletype System ($150,000), which increased its computer capability and services and is encouraging rural departments to install compatible terminals. The communications network is designed to assist in the apprehension of criminals, reduce the personal risk to arresting officers, and expedite the handling and court cases of offenders. State support of L.E.T.S. is expected to increase.

e) None of the projects implemented in this program area encountered serious problems.

f) Those projects that prove most useful and beneficial to the criminal justice system will be expanded. Maximum communications capability should be achieved for all agencies, and the capability of the state planning agency to collect and analyze crime data should be increased.

MONTANA BOARD OF CRIME CONTROL